



# **NATRONA COUNTY BOARD OF COUNTY COMMISSIONERS AGENDA**

Forrest Chadwick, Commissioner  
Rob Hendry, Commissioner  
Matt Keating, Commissioner  
John H. Lawson, Commissioner  
Steve Schlager, Commissioner

Tuesday, September 15, 2015 5:30 p.m.  
Natrona County Courthouse, 200 North Center, Casper, Wyoming  
2<sup>nd</sup> Floor, District Courtroom #1

- I. CALL MEETING TO ORDER**
- II. ROLL CALL**
- III. PLEDGE OF ALLEGIANCE**
- IV. APPROVAL OF CONSENT AGENDA**
- V. CONTRACTS, AGREEMENTS, RESOLUTIONS**
  - A. Resolution 45-15 Amending and Adopting the Natrona County Emergency Operations Plan
    - (a.) Natrona County Emergency Operations Plan Promulgation
- VI. PUBLIC COMMENTS**
- VII. COMMISSIONER COMMENTS**
- VIII. ADJOURNMENT**



**NATRONA COUNTY  
BOARD OF COUNTY COMMISSIONERS**

Forrest Chadwick, Commissioner  
Rob Hendry, Commissioner  
Matt Keating, Commissioner  
John H. Lawson, Commissioner  
Steve Schlager, Commissioner

**CONSENT AGENDA**

Tuesday, September 15, 2015 5:30 p.m.  
Natrona County Courthouse, 200 North Center Street, Casper, Wyoming  
2<sup>nd</sup> Floor, District Courtroom #2

- I. APPROVAL OF SEPTEMBER 1, 2015 MEETING MINUTES**
- II. APPROVAL OF BILLS – \$2,518,692.52**
- III. CONTRACTS, AGREEMENTS, RESOLUTIONS**
  - A. Resolution 46-15 Supporting Carbon County's State Lands Investment Board (SLIB) Mineral Royalty Grant Application
  - B. Contract between WY DFS & NC Commissioners - TANF/CPI
- IV. STATEMENT OF EARNINGS**

County Clerk	\$117,864.75
Road & Bridges/Parks	\$11,874.64
Planning	\$11,884.80
<b>TOTALING</b>	<b>\$141,624.19</b>
- V. LICENSE**
  - A. Rocky Mountain Power (RMP) – East End Road #506 – 7.2kV Single Phase Overhead Powerline to Serve Biathlon – lic. #29-15-15
  - B. Rocky Mountain Power (RMP) – J.C Road – 3 Phase underground Primary Wire 12.5 kV 80 – lic. #29-15-16

**BOARD OF COUNTY COMMISSIONERS  
MINUTES OF PROCEEDINGS  
August 18, 2015**

The regular meeting of the Board of County Commissioners was brought to order at 5:30 p.m. by Chairman Chadwick. Those in attendance were Commissioner Rob Hendry, Commissioner John Lawson, Commissioner Matt Keating, Commissioner Steve Schlager, County Attorney Heather Duncan-Malone, County Clerk Renea Vitto and Commissioners' Assistant Michelle Maines.

Chairman Chadwick read the Childhood Cancer Awareness Month 2015 Proclamation.

**Consent Agenda:**

Commissioner Lawson moved for approval of the Consent Agenda. Commissioner Hendry seconded the motion. Motion carried.

**Contract, Agreements, Resolutions:**

**MOU Adoption of and Support for the Implementation of the West Belt Loop Land Use Connectivity, and Access Management Plan as Approved by the Casper Area Metropolitan Planning Organization (MPO)**

Commissioner Hendry moved for approval of the MOU. Commissioner Schlager seconded the motion. Motion carried.

**Ratification of Associate Membership Agreement & GIS Oversight Agreement Amendment (tabled from 8-18-2015)**

Commissioner Hendry moved to remove this item from the table. Commissioner Keating seconded the motion. Motion carried.

Commissioner Hendry moved for approval of the Agreement. Commissioner Lawson seconded the motion. Motion carried.

**Public Hearings:**

**PS15-9**

Jason Gutierrez, Development Director, reported this is a request by James & Sharlynn Kountz for approval of a final plat for the Kountz Subdivision, a major subdivision consisting of 12.5 acres divided in 2 lots in the Rural Residential One (RR-1) zoning district. Property is addressed as 13613 E. US Highway 20-26.

Chairman Chadwick opened the public hearing.

Speaking in favor: James and Sharlynn Kountz

Speaking in opposition: none

Hearing no further comments, Chairman Chadwick closed the public hearing.

Commissioner Keating moved for approval of the final plat incorporating all proposed finding of facts. Commissioner Hendry seconded the motion. Motion carried.

**PS15-10**

Jason Gutierrez, Development Director, reported this is a request by Amoco Reuse Agreement Joint Powers Board and Holt Properties for approval of a final plat for the Salt Creek Height Business Center Phase 2, a major subdivision consisting of 52.97 acres divided into 7 lots, and 2 tracks in Block 1(33.53 acres) and 1 lot in Block 2 (19.44 acres) on a parcel in a Planned Unit Development. The Subdivision is accessed off of Salt Creek Parkway and Opportunity Blvd.

Chairman Chadwick opened the public hearing.

Speaking in favor: Keith Tyler, representing Refined Properties & ARAJPB

Speaking in opposition: none

Hearing no further comments, Chairman Chadwick closed the public hearing.

Commissioner Hendry moved for approval of the final plat with finding of facts. Commissioner Keating seconded the motion. Motion carried.

**PS15-11**

Jason Gutierrez, Development Director, reported this is a request by the Amoco Reuse Agreement Joint Powers Board for approval of a final plat for the Salt Creek Heights Business Center Phase 3, a major subdivision consisting of 37.83 acres divided into 5 lots on a parcel in a Planned Unit Development. The subdivision is accessed from Opportunity Blvd.

Chairman Chadwick opened the public hearing.

Speaking in favor: Keith Tyler, representing Refined Properties & ARAJPB

Speaking in opposition: none

Hearing no further comments, Chairman Chadwick closed the public hearing.

Commissioner Keating moved for approval of the final plat with finding of facts. Commissioner Hendry seconded the motion. Motion carried.

**Public Comments:**

Chairman Chadwick opened the floor to Public Comments.

Mark Rizzi (Casper), Tom Walters (Casper), Sean O'Brien (Casper),  
Woody Giles (Casper)

Hearing no further comments the floor was closed.

**Commissioner Comments:**

Chairman Chadwick opened the floor to Commissioner Comments.

Hearing no comments the floor was closed.

**Adjournment:**

There being no further business to come before the Board of Commissioners, Vice-Chairman Lawson adjourned the meeting at 6:50 p.m.

**BOARD OF NATRONA COUNTY COMMISSIONERS**

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Forrest Chadwick, Chairman

ATTEST:

NATRONA COUNTY CLERK

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Renea Vitto

ACTIVE DATA SYSTEMS	23,906.28	GLOBAL GOVERNMENT	1,139.98
AFLAC PREMIUM HOLDING	6,478.51	GLOBALSTAR USA LLC	719.76
AG DEPT	9,485.61	GRAINGER	218.43
AMERICAN INSTITUTE TOXICOLOGY	2,535.00	HALL, SHERRY DIANNE	162.50
AMERICAN MED BROKERS	6,527.75	HD SUPPLY POWER SOLUTIONS	12.45
AMERIGAS PROPANE LP	147.83	HEALTHSMART BENEFIT SOL	560.00
API SYSTEMS INTEGRATORS	92.00	HENSLEY BATTERY LLC	10,280.88
ASSESSOR	46,303.68	HIGH PLAINS POWER	1,545.69
ATLAS OFFICE PRODUCTS	979.07	HORIZON LABORATORY LLC	220.00
BENNETT, THOMAS L MD	3,607.20	HOSE & RUBBER SUPPLY	150.25
BLAKEMAN VACUUM & SEWING	233.97	ICMA RETIREMENT TRUST-457	1,230.00
BLUELINE RENTAL LLC	20.32	INFOR TECH	41,769.03
BOB BARKER COMPANY INC	120.54	INSTACARE CENTER OF CASPER	85.00
CALIFORNIA STATE DISBURSEMENT	378.00	INSTALLATION & SERVICE CO	1,621.00
CAPITAL BUSINESS SYSTEMS INC	38.00	INTERNATIONAL CODE COUNCIL	313.50
CASPER CONTRACTOR'S SUPPLY	23.92	IRS	125.00
CASPER MEDICAL IMAGING PC	47.00	JACOBSON, CONNIE	15.00
CASPER ORTHOPAEDIC ASSOC	349.40	KADRMAS LEE & JACKSON INC	208.66
CASPER STAR TRIBUNE	358.45	KIGHT, CASSANDRA	40.97
CDW GOVERNMENT INC	247.64	KONE INC	9,399.34
CENTRAL WY FAIR AND RODEO	53,200.97	LARSEN VISION CLINIC	150.00
CENTURYLINK	10,159.61	LIFETIME HEALTH & FITNESS	1,648.30
CENTURYLINK BUSINESS SERV	950.00	MATTHEW BENDER & CO INC	715.45
CHARTER COMMUNICATIONS	750.00	MFCP INC	31.50
CHILD SUPPORT ENFORC	50,042.57	MIDWEST MEDICAL SUPPLY	160.30
CIRCUIT COURT OF THE 7TH	96.78	MTN STATES LITHOGRAPHING	104.80
CITY-COUNTY HEALTH DEPT	1,177.00	NC EMPLOYEE	286,103.18
CIVIL ENGINEERING	200.00	NC TREASURER	364,221.06
CLERK OF COURT/ADMIN	43,240.72	ORCHARD TRUST COMPANY	7,455.00
CLERK OF DISTRICT COURT	4,054.75	OUTPATIENT RADIOLOGY, LLC	1,778.00
CLERK/ADMIN	62,950.50	PLAINSMAN PRINTING & SUPPLY	7,727.00
COASTAL CHEMICAL CO LLC	1,585.78	PRINTWORKS	899.77
COCA-COLA BOTTLING COMPANY	342.27	PUBLIC AGENCY TRAINING CNCIL	295.00
COLONIAL LIFE & ACCIDENT INS	24.25	PYROTECHS, INC.	155.00
COMM/ADMIN	12,991.63	QUALITY OFFICE SOLUTIONS INC	905.94
COMM/COUNTY ATTORNEY	18,627.88	QUALITY PLUMBING PARTS INC	634.14
COMM/COUNTY DEVELOPMENT	39,532.99	R&B/ADMIN	67,370.19
COMM/MAINT.SALARIES	29,785.99	R&B/LAKE	20,579.72
CORONER	19,143.07	R&B/PARKS DEPT	16,326.10
COWBOY CHEMICAL	1,177.95	R&B/VEHICLE SERVICE	15,684.69
CRUM ELECTRIC SUPPLY CO	21.81	REYNOLDS, WAYNE	18.73
DATALINE ASSOCIATES	318.00	SALT CREEK JPB	38,573.11
DAVIS, DON A	1,500.00	SHERIFF/ADMIN	302,811.29
DECKER AUTO GLASS	197.61	SHERIFF/COURTHOUSE SECURITY	55,587.49
DELL MARKETING LP	4,834.66	SHERIFF/EMERG MANAG	13,688.08
DISTAD, ERIC A	3,000.00	SHERIFF/JDC	3,500.00
DRUG COURT	20,960.64	SHERIFF/NEW JAIL	416,177.09
DRUG TESTING SVCS NC	235.00	SILVA CEMENT WORKS LLC	1,144.00
E&F TOWING TRANSPORTING	220.00	SOUND PHYSICIANS OF WYOMING	698.00
ELECTRIC SERVICE COMPANY	114.75	SOURCEGAS LLC	2,073.18
EMERGENCY MEDICAL PHYSICIANS	570.02	STEARNS, JANE MS LPC	525.00
ENERGY LABORATORIES INC	20.00	STERLING INFOSYSTEMS INC	191.20
FASTENAL COMPANY	127.69	STEWART & STEVENSON	245.10
FIRST INTERSTATE BANK	17,472.77	THE M & P DEPOT	2,100.00
GEOTEC INDUSTRIAL SUPPLY	289.50	THE MASTER'S TOUCH LLC	14,900.00
GILLINGHAM, ROBERT	351.07	TREASURER	47,762.83

TUMA, GEN	720.00	WY DEPT OF WORKFORCE SERV	17,421.75
UNITED WAY OF NC	239.59	WY RETIREMENT SYSTEM	222,066.74
VALIC	75.00	WY DEPARTMENT OF HEALTH	199.00
VERIZON WIRELESS	5,875.37	WYOMING LAW ENFORCEMENT	1,656.00
WACO	85.00	WYOMING OFFICE PRODUCTS	53.99
WACO	85.00	WYOMING ORAL &	970.00
WARRIOR KIT	544.00	WYOMING OTOLARYNGOLOGY PC	278.00
WESTERN APPLIANCE AND	80.00	WYOMING WOUND CARE CENTER	114.00
WESTERN WYOMING LOCK & SAFE	123.00		
WILKERSON, JAMES A. IV MD PC	1,165.00		
WORLDWASH LLC	750.00		2,518,692.52
WY CHILD SUPPORT	1,285.00		

RESOLUTION 46 -15

A RESOLUTION SUPPORTING CARBON COUNTY'S STATE LANDS INVESTMENT  
BOARD MINERAL ROYALTY GRANT APPLICATION

WHEREAS, Natrona County has entered into a Mutual Aid Agreement with Carbon County for each county to provide assistance in the event of an emergency that exceeds the resources of the other county; and

WHEREAS, Carbon County has applied for a State Lands Investment Board Mineral Royalty Grant in the amount of \$49,000.00 to assist in acquiring a type 6 NFPA compliant Brush Truck to be placed in Eastern Carbon County; and

WHEREAS, Eastern Carbon County has a large response area for wildland firefighting efforts. The proposed unit is intended to replace a 1985 Gasoline powered Ford F-350. The current unit serves two purposes. It responds to wildland fires and also serves as a support unit for highway crashes on Interstate 80, surrounding State highways, and County Roads; and

WHEREAS, the Board of County Commissioners of Natrona County finds that the acquisition by Carbon County of the type 6 NFPA compliant Brush Truck will benefit the citizens of Carbon County and will potentially benefit the citizens of Natrona County in the event of a large scale emergency in Natrona County requiring assistance from Carbon County.

NOW, THEREFORE, the Board of County Commissioners of Natrona County, Wyoming, hereby supports the Mineral Royalty Grant Application of Carbon County to the State Lands Investment Board for the amount of \$49,000.00 for a type 6 NFPA compliant Brush Truck.

DATED this 15th day of September, 2015.

BOARD OF COUNTY COMMISSIONERS  
NATRONA COUNTY, WYOMING

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Forrest Chadwick, Chairman

ATTEST:

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Renea Vitto, County Clerk



**CONTRACT BETWEEN  
WYOMING DEPARTMENT OF FAMILY SERVICES  
AND  
NATRONA COUNTY COMMISSIONERS**

1. **Parties.** The parties to this Contract are Wyoming Department of Family Services (Agency), whose address is: 2300 Capitol Avenue, Third Floor, Hathaway Building, Cheyenne, Wyoming 82002, and Natrona County Commissioners (Contractor), whose address is: 200 North Center, Room 115, Casper, Wyoming 82601.
2. **Purpose of Contract.** The purpose of this Contract is to set forth the terms and conditions by which the Contractor shall operate the Temporary Assistance For Needy Families Community Partnership Initiative (TANF/CPI), a community plan which will provide a continuum of services to Natrona County families as outlined in Attachment A, attached and incorporated herein by reference.
3. **Term of Contract and Required Approvals.** This Contract is effective when all parties have executed it and all required approvals have been granted (Effective Date). The term of the Contract is from October 1, 2015 or the Effective Date, whichever is later, through September 30, 2016. All services shall be completed during this term.

By law, contracts for professional or other services must be approved as to form by the Attorney General and approved by A&I Procurement, Wyo. Stat. § 9-1-403(b)(v), and all contracts for services costing over one thousand, five hundred dollars (\$1,500.00) must be approved by the Governor or his designee, Wyo. Stat. § 9-2-1016(b)(iv).

4. **Payment.** The Agency agrees to pay the Contractor for the services described in Section 5 below. Total payment under this Contract shall not exceed One Hundred Two Thousand Five Hundred Dollars (\$102,500.00). Payment shall be made quarterly after receipt of the required invoice and performance report. Payment shall be made upon submission of invoice pursuant to Wyo. Stat. § 16-6-602. No payment shall be made for work performed before the Effective Date of this Contract. Contractor shall submit invoices in sufficient detail to ensure that payments may be made in conformance with this Contract. Should the Contractor fail to perform in a manner consistent with the terms and conditions set forth in this Contract, payment under this Contract may be withheld until such time as the Contractor performs its duties and responsibilities to the satisfaction of Agency. The federal source of funding is Temporary Assistance for Needy Families (TANF), CFDA #93.558.
5. **Responsibilities of Contractor.** The Contractor agrees to:
  - A. Carry out the program described in Attachment A;
  - B. Enhance sustainability beyond the funding period;

- C. Determine TANF eligibility for families participating in the program. A TANF Eligibility Intake Form shall be completed for each family being billed under this Contract;
- D. Bill the Agency for funding quarterly. The Contractor shall only bill for services provided to TANF eligible families. The quarterly invoice in Attachment B, attached and incorporated herein by reference, shall be used when submitting quarterly invoices;
- E. Provide quarterly program performance reports. Contractor shall validate all outcomes utilizing quantitative and qualitative data. The report in Attachment B shall be used for each quarterly report;
- F. Provide reporting that is sufficient to provide an audit trail for state or federal auditors to determine accuracy of direct and indirect costs. Invoices and reports shall be submitted within thirty (30) days following the end of the quarter;
- G. Submit the final invoice to the Agency no later than thirty (30) days after the term of the Contract;
- H. Submit the Year End Report summarizing the entire year no later than thirty (30) days after the term of the Contract;
- I. Not use funds to purchase non-tangible assets or to purchase or lease equipment. Leased equipment includes the rental of equipment for any period of time;
- J. Not use funds to provide cash or check(s) payable directly to the individual(s) served by the program; and
- K. Obtain prior approval from the Agency for all budget changes which deviate from the submitted budget (Attachment A).

6. **Responsibilities of Agency.** The Agency agrees to:

- A. Pay Contractor in accordance with Section 4 above;
- B. Instruct Contractor on eligibility for TANF funding;
- C. Monitor quarterly invoices and performance reports for accuracy and to ensure they meet the requirements of TANF and this Contract; and
- D. Monitor Contractor's efforts in securing other funding to ensure the program is sustainable after the funding period.

7. **Special Provisions.**

- A. **Assumption of Risk.** The Contractor shall assume the risk of any loss of state or federal funding either administrative or program dollars, due to the Contractor's failure to comply with state or federal requirements. The Agency shall notify the Contractor of any state or federal determination of noncompliance.
- B. **Environmental Policy Acts.** Contractor agrees all activities under this Contract will comply with the Clean Air Act, the Clean Water Act, the National Environmental Policy Act, and other related provisions of federal environmental protection laws, rules or regulations.
- C. **Human Trafficking:** As required by 22 U.S.C. § 7104(g) and 2 CFR Part 175, this Contract may be terminated without penalty if a private entity that receives funds under this Contract:
- (i) Engages in severe forms of trafficking in persons during the period of time that the award is in effect;
  - (ii) Procures a commercial sex act during the period of time that the award is in effect; or
  - (iii) Uses forced labor in the performance of the award or subawards under the award.
- D. **Kickbacks.** Contractor certifies and warrants that no gratuities, kickbacks, or contingency fees were paid in connection with this Contract, nor were any fees, commissions, gifts, or other considerations made contingent upon the award of this Contract. If Contractor breaches or violates this warranty, Agency may, at its discretion, terminate this Contract without liability to Agency, or deduct from the agreed upon price or consideration, or otherwise recover, the full amount of any commission, percentage, brokerage, or contingency fee.
- E. **Limitations on Lobbying Activities.** By signing this Contract, Contractor certifies and agrees that, in accordance with P.L. 101-121, payments made from a federal grant shall not be utilized by Contractor or its subcontractors in connection with lobbying member(s) of Congress, or any federal agency in connection with the award of a federal grant, contract, cooperative agreement, or loan.
- F. **Monitoring Activities.** Agency shall have the right to monitor all activities related to this Contract that are performed by Contractor or its subcontractors. This shall include, but not be limited to, the right to make site inspections at any time and with reasonable notice; to bring experts and consultants on site to examine or evaluate completed work or work in

progress; to examine the books, ledgers, documents, papers, and records pertinent to this Contract; and, to observe personnel in every phase of performance of the related work.

- G. Nondiscrimination.** The Contractor shall comply with the Civil Rights Act of 1964, the Wyoming Fair Employment Practices Act (Wyo. Stat. § 27-9-105, *et seq.*), the Americans With Disabilities Act (ADA), 42 U.S.C. § 12101, *et seq.*, and the Age Discrimination Act of 1975 and/or any properly promulgated rules and regulations thereto and shall not discriminate against any individual on the grounds of age, sex, color, race, religion, national origin, or disability in connection with the performance under this Contract.

Federal law requires the Contractor to include all relevant special provisions of this agreement in every subcontract awarded over ten thousand dollars (\$10,000.00) so that such provisions are binding on each subcontractor.

- H. No Finder's Fees:** No finder's fee, employment agency fee, or other such fee related to the procurement of this Contract, shall be paid by either party.
- I. Publicity.** Any publicity given to the program or services provided herein, including, but not limited to, notices, information, pamphlets, press releases, research, reports, signs, and similar public notices prepared by or for Contractor and related to the services and work to be performed under this Contract, shall identify the Agency as the sponsoring agency and shall not be released without prior written approval of Agency.
- J. Suspension and Debarment.** By signing this Contract, Contractor certifies that neither it nor its principals/agents are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction or from receiving federal financial or nonfinancial assistance, nor are any of the participants involved in the execution of this Contract suspended, debarred, or voluntarily excluded by any federal department or agency in accordance with Executive Order 12549 (Debarment and Suspension), 44 CFR Part 17, or 2 CFR Part 180, or are on the debarred, or otherwise ineligible, vendors lists maintained by the federal government. Further, Contractor agrees to notify Agency by certified mail should it or any of its principals/agents become ineligible for payment, debarred, suspended, or voluntarily excluded from receiving federal funds during the term of this Contract.
- K. Administration of Federal Funds.** Contractor agrees its use of the funds awarded herein is subject to the Uniform Administrative Requirements of 2 C.F.R. Part 200 *et seq.* and/or additional requirements set forth by the

federal funding agency; all applicable regulations published in the Code of Federal Regulations; and other program guidance as provided to it by Agency.

- L. Copyright License and Patent Rights.** Contractor acknowledges that federal grantor, the State of Wyoming, and Agency reserve a royalty-free, nonexclusive, unlimited, and irrevocable license to reproduce, publish, or otherwise use, and to authorize others to use, for federal and state government purposes: (1) the copyright in any work developed under this Contract; and (2) any rights of copyright to which Contractor purchases ownership using funds awarded under this Contract. Contractor must consult with Agency regarding any patent rights that arise from, or are purchased with, funds awarded under this Contract.
- M. Federal Audit Requirements.** Contractor agrees that if it expends an aggregate amount of five hundred thousand dollars (\$500,000.00) or more in federal funds during its fiscal year, it must undergo an organization-wide financial and compliance single audit. Contractor agrees to comply with the audit requirements of the U.S. General Accounting Office Government Auditing Standards and OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations. If findings are made which cover any part of this Grant, Contractor shall provide one (1) copy of the audit report to Agency and require the release of the audit report by its auditor be held until adjusting entries are disclosed and made to Agency's records.
- N. Non-Supplanting Certification.** Contractor hereby affirms that federal grant funds shall be used to supplement existing funds, and shall not replace (supplant) funds that have been appropriated for the same purpose. Contractor should be able to document that any reduction in non-federal resources occurred for reasons other than the receipt or expected receipt of federal funds under this Contract.
- O. Program Income.** Contractor shall not deposit grant funds in an interest bearing account without prior approval of Agency. Any income attributable to the grant funds distributed under this Contract must be used to increase the scope of the program or returned to Agency.

**8. General Provisions.**

- A. Amendments.** Any changes, modifications, revisions, or amendments to this Contract which are mutually agreed upon by the parties to this Contract shall be incorporated by written instrument, executed and signed by all parties to this Contract.
- B. Applicable Law/Venue.** The construction, interpretation, and enforcement of this Contract shall be governed by the laws of the State of Wyoming. The Courts of the State of Wyoming shall have jurisdiction over

this Contract and the parties, and the venue shall be the First Judicial District, Laramie County, Wyoming.

- C. **Assignment/Contract Not Used as Collateral.** Neither party shall assign or otherwise transfer any of the rights or delegate any of the duties set out in this Contract without the prior written consent of the other party. The Contractor shall not use this Contract, or any portion thereof for collateral for any financial obligation without the prior written permission of the Agency.
- D. **Audit/Access to Records.** The Agency and its representatives shall have access to any books, documents, papers, electronic data and records of the Contractor which are pertinent to this Contract.
- E. **Availability of Funds.** Each payment obligation of the Agency is conditioned upon the availability of government funds which are appropriated or allocated for the payment of this obligation. If funds are not allocated and available for continued performance of the Contract, the Contract may be terminated by the Agency at the end of the period for which the funds are available. The Agency shall notify the Contractor at the earliest possible time of the services which will or may be affected by a shortage of funds. No penalty shall accrue to the Agency in the event this provision is exercised, and the Agency shall not be obligated or liable for any future payments due or for any damages as a result of termination under this section. This provision shall not be construed to permit the Agency to terminate this Contract to acquire similar services from another party.
- F. **Award of Related Contracts.** The Agency may award supplemental or successor contracts for work related to this Contract. The Contractor shall cooperate fully with other contractors and the Agency in all such cases.
- G. **Certificate of Good Standing.** Contractor shall provide to Agency a Certificate of Good Standing verifying compliance with the unemployment insurance and workers' compensation programs before and during performing work under this Contract, if applicable.
- H. **Compliance with Laws.** The Contractor shall keep informed of and comply with all applicable federal, state, and local laws and regulations, and all federal grant requirements and executive orders in the performance of this Contract.
- I. **Confidentiality of Information.** All documents, data compilations, reports, computer programs, photographs, data and other work provided to or produced by the Contractor in the performance of this Contract shall be kept confidential by the Contractor unless written permission is granted by the Agency for its release. If and when Contractor receives a request for information subject to this Contract, Contractor shall notify Agency

within ten (10) days of such request and not release such information to a third party unless directed to do so by Agency.

- J. Entirety of Contract.** This Contract, consisting of eleven (11) pages; Attachment A, consisting of thirty-three (33) pages; and Attachment B, consisting of six (6) pages, represent(s) the entire and integrated Contract between the parties and supersede(s) all prior negotiations, representations, and agreements, whether written or oral.
- K. Ethics.** Contractor shall keep informed of and comply with the Wyoming Ethics and Disclosure Act (Wyo. Stat. § 9-13-101, *et seq.*) and any and all ethical standards governing Contractor's profession.
- L. Extensions/Renewals.** Nothing in this Contract shall be interpreted or deemed to create an expectation that this Contract will be extended beyond the term described herein.
- M. Force Majeure.** Neither party shall be liable for failure to perform under this Contract if such failure to perform arises out of causes beyond the control and without the fault or negligence of the nonperforming party. Such causes may include, but are not limited to, acts of God or the public enemy, fires, floods, epidemics, quarantine restrictions, freight embargoes, and unusually severe weather. This provision shall become effective only if the party failing to perform immediately notifies the other party of the extent and nature of the problem, limits delay in performance to that required by the event, and takes all reasonable steps to minimize delays. This provision shall not be effective unless the failure to perform is beyond the control and without the fault or negligence of the nonperforming party.
- N. Indemnification.** Each party to this Contract shall be responsible for any liability arising from its own conduct. Neither party agrees to insure, defend or indemnify the other.
- O. Independent Contractor.** The Contractor shall function as an independent contractor for the purposes of this Contract and shall not be considered an employee of the State of Wyoming for any purpose. Consistent with the express terms of this Contract, the Contractor shall be free from control or direction over the details of the performance of services under this Contract. The Contractor shall assume sole responsibility for any debts or liabilities that may be incurred by the Contractor in fulfilling the terms of this Contract and shall be solely responsible for the payment of all federal, state, and local taxes which may accrue because of this Contract. Nothing in this Contract shall be interpreted as authorizing the Contractor or its agents and/or employees to act as an agent or representative for or on behalf of the State of Wyoming or the Agency or to incur any obligation of any kind on the behalf of the State of Wyoming or the Agency. The Contractor agrees that no

health/hospitalization benefits, workers' compensation, unemployment insurance and/or similar benefits available to State of Wyoming employees will inure to the benefit of the Contractor or the Contractor's agents and/or employees as a result of this Contract.

- P. Notices.** All notices arising out of, or from, the provisions of this Contract shall be in writing either by regular mail, facsimile, e-mail or delivery in person at the address(es) provided under this Contract. Notice provided by facsimile or e-mail shall be delivered as follows:

Agency: Corrine Livers, [Corrine.livers@wyo.gov](mailto:Corrine.livers@wyo.gov), and 307-754-4230.

Contractor: Renea Vitto, [rvitto@natronacounty-wy.gov](mailto:rvitto@natronacounty-wy.gov), and 307-235-9367.

- Q. Notice and Approval of Proposed Sale or Transfer.** The Contractor shall provide the Agency with the earliest possible advance notice of any proposed sale or transfer or any proposed merger or consolidation of the assets of the Contractor. Such notice shall be provided in accordance with the notices provision of this Contract. If the Agency determines that the proposed merger, consolidation, sale, or transfer of assets is not consistent with the continued satisfactory performance of the Contractor's obligations under this Contract, then the Agency may, at its option, terminate or renegotiate the Contract.

- R. Ownership and Destruction of Documents/Information.** Agency owns all documents, data compilations, reports, computer programs, photographs, data and other work provided to or produced by the Contractor in the performance of this Contract. Upon termination of services, for any reason, Contractor agrees to return all such original and derivative information/documents to the Agency in a useable format. In the case of electronic transmission, such transmission shall be secured. The return of information by any other means shall be by a parcel service that utilizes tracking numbers. Upon Agency's verified receipt of such information, Contractor agrees to physically and electronically destroy any residual Agency-owned data, regardless of format, and any other storage media or areas containing such information. Contractor agrees to provide written notice to Agency confirming the destruction of any such residual Agency-owned data.

- S. Patent or Copyright Protection.** The Contractor recognizes that certain proprietary matters or techniques may be subject to patent, trademark, copyright, license, or other similar restrictions, and warrants that no work performed by the Contractor or its subcontractors will violate any such restriction. The Contractor shall defend and indemnify the Agency for any violation or alleged violation of such patent, trademark, copyright, license, or other restrictions.



- T. Prior Approval.** This Contract shall not be binding upon either party, no services shall be performed under the terms of this Contract, and the Wyoming State Auditor shall not draw warrants for payment on this Contract until this Contract has been reduced to writing, approved as to form by the Office of the Attorney General, filed with and approved by A&I Procurement, and approved by the Governor of the State of Wyoming, or his designee, if required by Wyo. Stat. § 9-2-1016(b)(iv).
- U. Proof of Insurance.** Contractor is protected by the Wyoming Governmental Claims Act and is a member of the Local Government Liability Pool (LGLP), Wyo Stat. § 1-39-101, et. seq. and Wyo. Stat. § 1-42-201, and shall provide a letter verifying its participation in the LGLP to the Agency.
- V. Severability.** Should any portion of this Contract be judicially determined to be illegal or unenforceable, the remainder of the Contract shall continue in full force and effect, and the parties may renegotiate the terms affected by the severance.
- W. Sovereign Immunity.** The State of Wyoming and Agency do not waive sovereign immunity by entering into this Contract and the Contractor does not waive governmental immunity. Each of them specifically retains all immunities and defenses available to them as sovereigns or governmental entities pursuant to Wyo. Stat. §1-39-101, et seq., and all other applicable law. Designations of venue, choice of law, enforcement actions, and similar provisions should not be construed as a waiver of sovereign immunity. The parties agree that any ambiguity in this Contract shall not be strictly construed, either against or for either party, except that any ambiguity as to immunity shall be construed in favor of immunity.
- X. Taxes.** The Contractor shall pay all taxes and other such amounts required by federal, state, and local law, including but not limited to, federal and social security taxes, workers' compensation, unemployment insurance, and sales taxes.
- Y. Termination of Contract.** This Contract may be terminated, without cause, by the Agency upon thirty (30) days written notice. This Contract may be terminated by the Agency immediately for cause if the Contractor fails to perform in accordance with the terms of this Contract.
- Z. Third Party Beneficiary Rights.** The parties do not intend to create in any other individual or entity the status of third party beneficiary, and this Contract shall not be construed so as to create such status. The rights, duties, and obligations contained in this Contract shall operate only between the parties to this Contract and shall inure solely to the benefit of the parties to this Contract. The provisions of this Contract are intended only to assist the parties in determining and performing their obligations under this Contract.

- AA. Time is of the Essence.** Time is of the essence in all provisions of this Contract.
- BB. Titles Not Controlling.** Titles of sections and subsections are for reference only and shall not be used to construe the language in this Contract.
- CC. Waiver.** The waiver of any breach of any term or condition in this Contract shall not be deemed a waiver of any prior or subsequent breach. Failure to object to a breach shall not constitute a waiver.

**THE REMAINDER OF THIS PAGE WAS INTENTIONALLY LEFT BLANK.**

9. **Signatures.** The parties to this Contract, either personally or through their duly authorized representatives, have executed this Contract on the dates set out below, and certify that they have read, understood, and agreed to the terms and conditions of this Contract.

This Contract is not binding on either party until approved by A&I Procurement and the Governor of the State of Wyoming or his designee, if required by Wyo. Stat. § 9-2-1016(b)(iv).

The effective date of this Contract is the date of the signature last affixed to this page.

**AGENCY:**

Wyoming Department of Family Services

\_\_\_\_\_  
Steve Corsi, Director

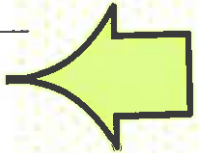
\_\_\_\_\_  
Date

**CONTRACTOR:**

Natrona County Commissioners

\_\_\_\_\_  
Forrest Chadwick, County Commissioner Chair

\_\_\_\_\_  
Date



**ATTEST:**

Natrona County Clerk

\_\_\_\_\_  
Renea Vitto, County Clerk

\_\_\_\_\_  
Date

**ATTORNEY GENERAL'S OFFICE: APPROVAL AS TO FORM**

Marion Yoder #138382  
Marion Yoder, Senior Assistant Attorney General

Aug. 13, 2015  
Date

## **Temporary Assistance For Needy Families Community Partnership Grant Application**

Community name: Natrona County

County(s)/Tribe: Natrona County

Name, organization, address, phone, fax, email for the Primary Contact: Lesha Thorvaldson, Program Director, 900 Werner Court, Suite 100, Casper, WY 82601, 307-237-2855 (phone), 307-237-2866 (fax), lesha@climbwyoming.org

Name, address, phone, fax, email for the person who will be monitoring the program: Ray Fleming Dinneen, Executive Director, 1001 West 31<sup>st</sup> Street, Cheyenne, WY 82001, 307-778-4126 (phone), 307-778-1867 (fax), ray@climbwyoming.org

Program name: CLIMB Wyoming

TANF purpose(s) addressed in project (list the purposes):

- Primary purpose: To end the dependence of needy parents on government benefits by promoting job preparation and work.
- Secondary purpose: To provide assistance to needy families so that children may be cared for in their own homes.

Program description: CLIMB Wyoming focuses on training and placing single mothers in careers that successfully support their families and move them toward self-sufficiency. The uniquely comprehensive CLIMB program model was developed in 1986 in Cheyenne. To meet Wyoming's workforce needs, the CLIMB programs help women enter a variety of occupations: construction and energy, healthcare, truck driving, office careers and more. Each program delivers the CLIMB program model key components, including:

Program Research and Planning: Program research and planning activities are conducted year-round, but become a strong focus for approximately two to four months prior to the comprehensive training start date. During program planning, CLIMB staff research and identify career opportunities in growing fields, then engage and survey businesses and industry groups within these growing fields. Based on the businesses' input, staff work with a community college or private training entity to develop a curriculum that trains for the occupation's required knowledge, skills and abilities. This research and planning phase ensures that staff will be able to place participants in long-term job opportunities during job placement and that job placements allow the participants to earn a wage that moves them toward self-sufficiency and offers them opportunities for long-term employment.

Participant Recruitment: Participant recruitment activities are also conducted year-round, but become more intense approximately two months prior to the comprehensive training start date, and after the research and planning activities for the program have been completed and requirements of the training and employment are known. CLIMB's unique participant recruitment approach is vital to connecting well-matched, qualified and ready-to-work individuals to high-quality jobs during job placement. This phase is also the first opportunity for CLIMB to demonstrate to candidates how the CLIMB program is different from other programs that they may have encountered.

During recruitment, CLIMB program staff members work hard to locate low-income single mothers who are most in need. These mothers often feel they cannot successfully complete the program due to the personal challenges in their lives. Program staff members assist and coach candidates to overcome obstacles such as low self-esteem, childcare, transportation and housing so that they can participate. Each CLIMB program serves ten to eleven low-income single mothers who complete the program as a group that evolves into a strong peer support network which lasts well beyond the end of the program.

Comprehensive Training: Comprehensive training lasts approximately two to four months, depending on the job training curriculum. CLIMB's participants are strong women who can meet Wyoming's critical workforce needs. Comprehensive training develops the participants' strengths and builds upon them through extensive training in high-demand, high-growth occupations that lead to self-sufficient wages. CLIMB participants are guided through job training and also receive services that allow them to begin to address personal barriers to success. The comprehensive training phase includes industry specific training, work readiness training, life skills training, parenting skills training, mental health services (including both group and individual counseling provided by a Licensed Mental Health Provider) and advocacy services.

Job Placement: Job placement includes six to eight weeks of subsidized work experience followed by long-term placement. Staff members place participants into positions where they will be able to take what they learned during comprehensive training and transition it to on-the-job training, allowing them to build upon the skills they learned during training. Staff members work closely with local businesses to commit to the program and consider the participants for a work experience placement and long-term placement to help them and their families obtain self-sufficiency. Employers are reimbursed during the six to eight week work experience, and staff members work closely with each employer to ensure that the participants are meeting appropriate expectations and to offer additional support or training as needed.

Ongoing Support: Due to the comprehensive nature and intensity of the CLIMB program model, it is important that CLIMB prepares the participants to maintain the success they have gained. Life changes come slowly and staff members support participants in meeting challenges as they arise. Ongoing support has proven to be as important to the participants' long-term success as the participant recruitment process. To continue to support the participants, CLIMB staff members meet with graduates after

they finish the program to sustain success in the workplace and family stability. Staff members and graduates meet as a group to discuss life challenges and possible solutions as well as continually review community resources.

In Natrona County, 362 TANF eligible single mothers and 652 children have been served by a CLIMB program. The participants demonstrate the following outcomes:

- 91% successfully graduated from the CLIMB program.
- 50% were employed when they entered the program; however 76% were employed two years after completing the program.
- Monthly wage income for employed clients increased from \$1,079 before the program to \$2,528 two years after program completion.
- 49% of clients utilized food stamps prior to entering the program; however, 38% utilized food stamps two years after completing the program
- The percentage of participants on public health care programs fell from 29% prior to entering the program to 15% two years after completing the program.

Is this program different than previous programs operated with TANF funds in the past?  
Yes ☐ No ☒ If so, how is it different?

Area(s) served: Natrona County

Population served: Low-income single mothers living at or below 185% of the Federal Poverty Level

Beginning and end date of program: October 1, 2015 – September 30, 2016

Projected number of individuals served by this program: 30 single mothers and 60 of their children

Program availability: when is the program offered (e.g. time of day, how often, time of year)? The Natrona County CLIMB program offers three training sessions per year, each lasting approximately 6 months from recruitment through end of final placements. The intensive training sessions are approximately 8 to 10 weeks long. The training days are full days that run approximately 8 am to 5 pm.

Intent of the program: The intent of every CLIMB Wyoming training program is to ensure that low-income single mothers receive the training, skills, and support necessary to reach economic self-sufficiency and to succeed long-term in all aspects of their lives. The objectives are that graduates are trained and placed in high quality jobs, increase their incomes to livable wages, reduce dependence on government benefits, and learn the skills needed for successful relationships at home and at work.

Goals of the program:

- Training completion.
- Increase of the employment rate for participants from pre- to post-program.
- Increase of the average monthly wage for participants from pre- to post program.

- Decrease of the dependence on food stamps for participants from pre- to post-program.
- Decrease of the dependence on public healthcare for participants from pre- to post-program.

List performance measures on each goal that will be used to evaluate the program's success:

- 80% of participants who enter a program will successfully complete it. Historically, 91% of Natrona County CLIMB participants have completed the program.
- 75% of program graduates will be employed after program completion. Historically, 76% of Natrona County CLIMB participants have maintained employment two years post-program.
- The target wage post-program will be a wage that moves participants towards self-sufficiency based on the Wyoming Self Sufficiency Standard. Historically, monthly wage income for employed clients increased from \$1,079 before the program to \$2,528 two years after program completion.
- 50% of program graduates who enter the program utilizing food stamps will show a decrease in the dependence on food stamps. Historically in Natrona County, 49% of clients utilized food stamps prior to entering the program; however, 38% utilized food stamps after completing the program.
- 50% of program graduates who enter the program utilizing public healthcare will show a decrease in the dependence on public healthcare. Historically, the percentage of participants on public health care programs fell from 29% prior to entering the program to 15% after completing the program.

Quantify expected outcomes for each goal:

- Approximately 24 of the 30 participants who enter the program will successfully complete it.
- Approximately 18 of these program graduates will be employed one year after program completion.
- These 18 program graduates will be earning a wage that moves them towards self-sufficiency based on the Wyoming Self Sufficiency Standard.
- Approximately 7 of the 14 program graduates who enter the program utilizing food stamps will show a decrease in their dependence on food stamps.
- Approximately 5 of the 10 program graduates who enter the program utilizing public healthcare will end their dependence on public healthcare.

Describe data collection methods to be used and how data will be provided to validate outcomes:

CLIMB Wyoming has extensive experience collecting data on program participants. CLIMB's data collection system is designed to respond to the requirements of TANF programs. Staff members track the number of participants who enroll in and complete the program; the number of participants who acquire employment; and changes in

hourly wage rates, childcare assistance, food stamps and health care status before and after the program to evaluate levels of reliance on state assistance. A pre- and post-program mental health assessment identifies mental health symptoms and tracks decreases in symptoms post program.

Data will be provided in quarterly reports to validate outcomes. Quarterly reports will include training completion, hourly wage pre-program and hourly wage post-program. These quantitative goals were selected because they can be consistently tracked and verified using participant or employer interviews and public records.

Provide an explanation of the results the program expects to achieve, how data will be collected, and how quality assurance will be conducted to validate measurements:

CLIMB Wyoming has a proven track record of meeting and exceeding the results the program expects to achieve (listed above) and is committed to continuous improvement.

Since 2004, CLIMB has tracked the progress of program participants for a full year after completing the program. Participant data is collected at the following post program intervals: work experience placement, first unsubsidized placement, and 3-months, 6-months, 9-months and 12-months after program completion.

Staff members utilize participant self-report forms, staff observations, participant interviews and participant records to document each participant's program outcomes. Data will be tracked in CLIMB's customized database and reviewed regularly by the Fiscal/Research Administrator to ensure accuracy. Progress reports for the TANF grant will be supplied to the Department of Family Services and county representatives as outlined in the special provisions.

In 2005, CLIMB also began partnering with the Wyoming Survey and Analysis Center (WYSAC) to conduct second year follow-ups and provide independent quality assurance. WYSAC staff members use the same standardized interview questions to collect outcome data on each participant at the following intervals: 15-months, 18-months, 21-months and 24-months after program completion. This data is also entered into CLIMB Wyoming's centralized database and reviewed by the Fiscal/Research Administrator.

Resource gap(s) addressed by program: There is an acute and widespread need in Wyoming for programs that help low-income single mothers and their children transition out of poverty. Nearly half of Wyoming families living in poverty are headed by single mothers. Within this population, there is a high degree of substance abuse, mental health disorders, family violence, child behavior problems, use of foster care, and legal challenges. These factors make this population one of the most at-risk and difficult to reach and can have a significant impact on community and public resources. Furthermore, the future opportunities for the children in this population decrease. Poverty and the related disadvantages negatively affect both the educational



opportunities that children will have and the educational outcomes that they will likely experience (ETS 2013).

CLIMB Wyoming focuses on addressing the primary needs of the single-mother to create a pathway out of poverty for herself and her children. CLIMB Wyoming understands that successfully moving our target population out of poverty takes much more than job training. CLIMB Wyoming incorporates not only the components necessary to help low-income single mothers move toward self-sufficiency, financial independence and family stability through job training and placement, but also services that extend well beyond these job-related components. Our innovative and unique mental-health based program includes group and individual counseling, life skills and parenting skills training, financial education and asset building and peer group support. In offering comprehensive services, we better prepare our participants for long-term success in the workplace, their communities and their families. This combination of services allows single mothers we serve to overcome their personal barriers to success and make permanent life changes for themselves and their children.

Description of how community wide collaboration in planning and implementation occurred: In Natrona County, CLIMB has identified effective and innovative ways to maximize the services provided to participants through collaboration. CLIMB Wyoming operates as a broad-based, community effort, involving government agencies – in particular the Departments of Family Services and Workforce Services – to identify and address the needs of the working poor and prevent duplication. CLIMB programs strive to ensure efficient use of funds by avoiding any duplication of services and a streamlined referral process making certain clients are receiving the most appropriate services available. Private businesses in Natrona County are essential partners as they share their workforce needs and provide jobs to program graduates.

During the program planning phase, CLIMB staff research and identify career opportunities in high-demand fields, engage and survey businesses and industry groups within these high-demand fields and then, based on input from potential employers, work with community colleges, private training entities and employers to develop a 8 to 10 week training curriculum that includes the required knowledge, skills and abilities for that industry. During program research, staff gathers information from employers within the industry regarding wage, current demand, duties and responsibilities, type of training and career paths. Effective research, planning and training ensures that employer needs are met and participants will be placed into long term job opportunities with a self-sufficient wage and opportunities for career growth.

During the job placement phase, CLIMB Wyoming Business Liaisons work closely with Natrona County employers to support the transition from the comprehensive training phase to on-the-job training. CLIMB staff meets with potential employer partners and gathers information about wages, benefits and opportunities for promotion, prioritizing jobs that will lead to the end goal of long-term employment. Once a job opening is identified and a participant has been matched to the opening, the Business Liaison

serves as a participant advocate to negotiate details of employment including wage, work conditions and benefits.

The job placement phase provides compensation to the employer for the first six weeks in exchange for on-the-job training, work experience and additional support that otherwise would not be provided to a new employee. This phase helps transition the participant from training to becoming a reliable, long-term employee. Each participant receives a minimum of two work experience performance evaluations throughout the work placement. The purpose of these performance evaluations is to model effective, proactive, appropriate communication between supervisors and employees, to discuss performance and to identify ways the participant can improve. As the participant nears the end of the agreement, CLIMB staff review the performance evaluations and advocate with the participant to transition into a permanent position. Staff takes both the participant and employer needs into consideration to ensure long-term success for all parties.

Community partners involved in the program implementation. List resources to be provided by each partner:

Over the past year, Natrona County CLIMB has collaborated with the following organizations and individuals for participant referrals, specialized services to CLIMB program participants, and life-skills instruction: Blue Envelope, College Career Center- Janet DeVries, Casper College- Jenn Pepple, Casper College- Joanne Theobald, Casper Housing Authority, Casper Jaycees, Central Wyoming Hospice - Marilyn Conner, Central Wyoming Rescue Mission, CentSible Nutrition, Chanel McCash, Community Action Partnership of Natrona County, Community Health Center of Central Wyoming, Corey Wentz LPC, LAT - Living Well Counseling, LLC, Department of Workforce Services, Even Start, Express Employment Pros – Peaches Lynch, First Interstate Bank, First Street Vision, Headstart, Healthcare for the Homeless , Heathers Baby Exchange, Interfaith, Joanne Kaper, Joshua's Storehouse, Kelly McCrimmon, Kelly Temp Services – Cheryl Howard, Kims Closet, Med Form, Medical Imaging, Mercer Family Resource Center, Natrona County Health Department, Natrona County, Natrona County Public Library, P.O.W.E.R. Program, Paula Perkins, Planned Parenthood, Pottery By You, Quality Vision, Restoration Church, Salvation Army, Self Help Center, Seton House, The Salvation Army, The Science Zone, True Care, Two Tymers, University of Wyoming Social Work Division - Bethany Cutts, Urgent Care, UW Family Clinic, Wyoming Contractors Association, Wyoming Department of Family Services, Wyoming Department of Motor Vehicle, Wyoming Medical Center, Wyoming Office Products, Wyoming Child Support Services, and Wyoming Health Fairs.

Over the past year, Natrona County CLIMB has partnered with the following companies for industry research and job placements: All About Family, Brake Supply, Casper College, Casper Orthopedics, Cedars Health, CNA Cares, Energy Transportation, Halliburton, Hunting-s/b Hunting Energy Services, Mountain View Clinic, National Oil Company, Pepsi Cola Bottling Company of Casper, Woodward Machine, Corporation,

Wyoming Contractors Association, Wyoming Machinery Company, Wyoming Health Fairs, Wyoming Medical Center, and Wyoming Neurological Associates.

Describe data collection methods and how it was used to set priorities for families: CLIMB has tracked the progress of program participants for a full year after completing the program. Participant data is collected at the following post program intervals: work experience placement, first unsubsidized placement, and 3-months, 6-months, 9-months and 12-months after program completion. Staff members utilize participant self-report forms, staff observations, participant interviews and participant records to document each participant's program outcomes.

Describe what research based programs and strategies will be utilized to make the program successful: CLIMB Wyoming's model is based on over 28 years of successfully helping low income single mothers achieve and maintain self-sufficiency. The model was developed in Cheyenne in 1986 for young, single mothers ages 16 to 21. Recognizing this successful paradigm and the need to reach more single mothers, Wyoming community partners collaborated in late 2003 to aggressively expand the model to serve low-income single mothers of all ages across the state. The CLIMB program model has been refined over more than 28 years to best meet the needs of low-income single mother families. CLIMB Wyoming has extensive knowledge and research on providing successful programs for the TANF population and will assist others in making services available to low-income families in Wyoming.

In 2014, Governor Matt Mead and the Wyoming Department of Family Services (DFS) recognized CLIMB's commitment to and impact on families in poverty in Wyoming with the Friends of DFS award. The award is given rarely and has been awarded to a Wyoming organization only three times in recognition of outstanding work in helping Wyoming's families in need.

Describe how the program will be sustained by the community beyond the funding period: To ensure funding, CLIMB Wyoming has worked over the past 28 years to sustain its programs through two important components: (1) Institutional and Program Sustainability – the capacity to maintain program integrity through continued strong leadership, skilled staff, and a solid base of community volunteer leaders; and (2) Financial Sustainability – the ability to continue to generate revenue to support CLIMB programs.

*Institutional and Program Sustainability:* CLIMB Wyoming program success is built upon a partnership between the CLIMB professional staff and the continued involvement of government, agency, and business leaders. CLIMB involves community leaders in collaborative planning, ongoing monitoring, and evaluation processes. CLIMB is committed to networking within the community and has established an effective public awareness program to provide community contacts with a continuous information source about programs and services.

*Financial Sustainability and Strategic Planning:* CLIMB Wyoming programs utilize a comprehensive fundraising program including:

- *Foundation and Corporate grant seeking*, which includes identification and outreach to appropriate prospects to help underwrite special needs and projects.
- *Major donor cultivation* to develop and secure an individual donor base with a capacity to have significant impact on CLIMB Wyoming activities.
- *Government grant seeking*, which includes identification of and application to appropriate federal, state and county requests.

CLIMB Wyoming is investigating alternate ways to generate income. CLIMB Wyoming is currently developing an endowment that could over time offset a significant part of our operational budget. We are also in the research phase of generating earned revenue from our expertise through presentations and workshops and are exploring corporate partnerships.

Describe the cost-benefits of providing this program: The financial costs to the TANF CPI Program to support the Natrona County CLIMB program for one year will be \$35,000. The financial benefits to participants are that they increase their incomes to livable wages, reduce dependence on government benefits, and learn the skills needed for successful relationships at home and at work.

The program objectives also reach beyond the participants to:

*Impact the Family Environment:* The comprehensive CLIMB Wyoming program model addresses more than just job training and placement. Participants learn life skills including parenting, stress management and budgeting that improve their capacity for successful parenting and increase their ability to set a positive example for their children. Armed with new coping and communication skills, as well as a steady source of income, our program graduates are able to provide healthier, more stable environments for their children.

*Support Wyoming Businesses:* CLIMB Wyoming is strengthening businesses by preparing trained workers to succeed and be productive contributors in the workplace. The CLIMB Programs work directly with employers to ensure that their training needs are met.

*Benefit Local Wyoming Communities:* The benefits to Natrona County are significant as more families move out of poverty. Some of the community benefits include increased school attendance rates, decreased child behavior problems, improved mental health, decreased substance abuse, decreased use of foster care, increased access to private health insurance, and a decrease in the crime rate. Families that break the cycle then have the ability to become positive role models and contributing members of their communities.

The financial benefits to the State of Wyoming as a result of the CLIMB Wyoming

Program are also impressive. For every 100 Wyoming families that reach self-sufficiency, Wyoming experiences the following cost savings (conservative estimates):

Medicaid Savings (50 families) <sup>1</sup>	303,700.00
Food Stamps Savings (47 Families) <sup>2</sup>	208,022.00
Eliminated Incarceration Cost (5 mothers) <sup>3</sup>	223,125.00
Eliminated Foster Care Cost (15 children) <sup>4</sup>	119,520.00
<hr/>	
Annual Savings to Wyoming	\$854,367.00

<sup>1</sup> Average yearly cost for 2 children on Medicaid is \$6,074. American Academy of Pediatrics, Medicaid Facts Wyoming. Retrieved May 2012. <http://www.aap.org/en-us/advocacy-and-policy/federal-advocacy/access-to-care/Medicaid%20Fact%20Sheets/Wyoming.pdf>

<sup>2</sup> Average yearly cost for a family of 3 on food stamps is \$4,426. United States Department of Agriculture. Retrieved May 2012. [http://www.fns.usda.gov/pd/18SNAPavg\\$PP.htm](http://www.fns.usda.gov/pd/18SNAPavg$PP.htm)

<sup>3</sup> Average yearly cost of incarceration per inmate is \$44,625. November 2010 letter from the Department of Corrections to the Joint Appropriations Interim Committee. Retrieved May 2012. <http://legisweb.state.wy.us/ReportsDue/2010/Report%20ID%20685.pdf>

<sup>4</sup> Average yearly cost of Foster Care per child is \$7,968. Children's Rights, Hitting the M.A.R.C., Foster Care MARC. Retrieved May 2012. <http://www.childrensrights.org/wp-content/uploads/2008/08/wy.pdf>

Specific costs of the program including but not limited to: materials, rent, utilities, communications (i.e. phone, copies, printing & postage), training, personnel, administrative cost breakdown, and estimated cost per participant. Administrative costs shall be at or below 10% of your program costs and separated out from your direct costs. The applicant shall submit a proposed budget in line item detail with a narrative explaining each line item and the purpose of the expenditure. Funds shall not be used to purchase non-tangible assets or to purchase or lease equipment. An example invoice is attached to this application. Please use this invoice when submitting your proposed budget and your monthly/quarterly invoice: See attached budget.

Budget amount requested: \$35,000

An example report is attached to this application. This format shall be used when submitting your quarterly reports.

CLIMB Wyoming plans to use the quarterly reports that were included in the application to indicate our progress throughout the year.

**Certification:** I certify to the best of my knowledge that the information contained in this application is correct. If awarded funding under this grant, I certify that this project will be conducted in accordance with the funding source requirements and the assurances provided within the application.



Signature of County Commissioner Chair  
or Tribal Representative

March 23, 2015

Date

	Amount Requested from Proposal:		Summary and Justification for Budget Expense
	Program Costs	Administration Costs	
Salaries Admin: Activities spent managing the grant. Program: Wages for all staff who provide direct client services.	21,000	0	Salary paid to program director, business liaison, and program assistants that are responsible for direct program services to participants, including recruitment, intensive training, job-placements and follow-up.
Employer Paid Benefits Admin: Activities spent managing the grant. Program: Wages for all staff who provide direct client services.	500	0	Health, dental, vision, and life insurance expenses for those employees that participate in CLIMB's insurance plan.
Employer Payroll Taxes Admin: Activities spent managing the grant. Program: Wages for all staff who provide direct client services.	1,890	0	Employer paid payroll taxes are estimated at 9% of the salaries budgeted
Supplies Admin: Supplies and expenses needed to manage the grant. Program: Supplies needed for instructor use.	0	0	n/a
Recruiting and Marketing Cannot include promotional items.	0	0	n/a
Travel Travel necessary to serve participants.	0	0	n/a
Rent and utilities Admin: Rent and utilities for time spent managing the grant. Program: Rent and utilities for space provided to direct services for participants.	5,785	0	Rent and utilities for office space, classrooms, and group/individual mental health treatment space. Also includes phone, fax, internet services, and cleaning of office space.
Participant Tuition and Class Fees	0	0	n/a
Participant Class Supplies and Materials	100	0	Materials to meet needs of participants during training and

			group activities.
Participant License and Certification Fees	0	0	n/a
Participant Drug and Aptitude Screening Can include other types of assessments.	0	0	n/a
Work Support Services and Clothing	875	0	Items needed to successfully complete training and work experience. Includes steel-toed boots, coveralls, gloves, tools, scrubs, professional attire and more.
Participant Wages	3500	0	Employer wage reimbursement for supervised on-the-job training.
Participant Fringe Benefits	350	0	Employer payroll taxes related to the employer wage reimbursement.
Participant Incentives	1,000	0	Incentives earned by participants for completed goals to assist them with living expenses while in training.
Other Participant Needs: Description -	0	0	n/a
<b>Total Budget</b>	<b>35,000</b>	<b>0</b>	<b>Total Administrative costs cannot exceed 10% of your total Program Costs</b>
<b>Program + Admin</b>	<b>35,000</b>		
Number of Participants Planning to Serve	<b>30</b>		
Cost Per Participant	<b>1,166.67</b>		

## Temporary Assistance For Needy Families Community Partnership Grant Application

**Community name:** Natrona County

**County(s)/Tribe:** Natrona County

**Name, organization, address, phone, fax, email for the Primary Contact:**

Name: Lisa Cormier  
Lead organization: Greater Wyoming Big Brothers Big Sisters  
Address: 400 East 1<sup>st</sup> Street, Suite 310, Casper, WY 82601  
Phone: 307-265-2227  
Fax: 307-265-2229  
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**Name, address, phone, fax, email for the person who will be monitoring the program:**

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Lead organization: Greater Wyoming Big Brothers Big Sisters  
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**Program name:** Big Brothers Big Sisters Youth and Family Services

**TANF purpose(s) addressed in project (list the purposes):**

Proposed services provided by Greater Wyoming Big Brothers Big Sisters (GWBBBS) will address TANF's purposes of providing assistance to needy families so that children may be cared for in their own homes or in the homes of relatives. Approximately 65% of Natrona County youth and families receiving GWBBBS services are low-income and would benefit from services designed to help strengthen the family unit.

**Program description:**

GWBBBS understands and supports the need to address the increasing number of families requiring assistance in Wyoming that also results in increased costs to the state. The goal of this proposal is to help families care for youth in their own homes. The agency will place particular emphasis on maintaining children in the home whenever possible by effectively assessing their needs, and ensuring adequate services are provided to meet their educational, physical, and mental health needs.

GWBBBS utilizes research-based practices and data-driven decision making in all aspects of planning and implementation. The agency recognizes that there are multiple models of youth-development, prevention, intervention, and effective practices in Child Welfare. The organization is well versed in various models, including the risk and protective factors research, strengths-based perspectives, resiliency, and public health models. GWBBBS believes that the most successful models have one thing in



common: they are rooted in the philosophy that youth who are connected with their peers, families, and communities are more successful, while youth who become disconnected and disengaged exhibit behavior problems and are more likely to become involved in the child welfare system.

The services in this proposal are designed to be adapted and coordinated with existing community services to encourage collaboration while avoiding replication of services. The services in this proposal are also designed to blend several research-based proven practices into a single, comprehensive system.

#### *Quality Mentoring Relationships with Caring Adult Mentors*

The proposed program is structured to expose youth to positive and supportive adults through the best practice Big Brothers Big Sisters mentoring program. Many of the community's most vulnerable youth have experienced a lack of structure, unclear boundaries, or negative reinforcement. They desperately need adults in their lives who can guide them in the right direction and help them reach their potential. Unfortunately, they are often subjected to the message that they are not valued members of their communities and adults are not interested in supporting them. The program carefully trains staff to engage the youth in positive relationships, in addition to actively recruiting community volunteers to reinforce the message. Participants are surrounded by adults who consistently reinforce the message that they are valued members of the community with amazing growth potential and opportunities for the future.

#### *Academic Assistance, Monitoring, and Rewards*

An important component of the proposed program is academic enrichment and remediation. Through a structured environment, staff and volunteers provide tutoring services while monitoring and motivating participants to achieve academic success. The program helps students avoid becoming overwhelmed and frustrated in school, while helping parents with daily homework monitoring and communication with school personnel. Our staff visit schools and talk to teachers, find time to work with program participants at locations convenient for students, and link the teachers to the service providers. GWBBBS professionals help school personnel achieve goals they set for juveniles to achieve. Staff also help with GED learning and provide services that vary from tutoring to resolving transportation issues so participants can become involved in GED programs.

#### *Guided Practice with Social Interactions through Positive Recreation Opportunities*

By exposing participants to regular, structured positive recreation activities, the proposed program will help youth learn how to have fun without breaking the law. Through healthy outlets, they will learn to balance their enjoyment of risk-taking and need for peer acceptance with a respect for their communities and recreational opportunities. The program can develop recreation to suit the interests of the participants, further engaging them within their community and exposing them to the recreation resources available to them. The program will address the financial and transportation barriers that face many vulnerable youth. Recreation activities will also

provide opportunities for youth to interact with community members, program staff, community members, and volunteers on a regular basis.

The simple act of fishing or kayaking lends itself to healthy conversations and role-modeling opportunities. It also allows community members to develop strong relationships with youth, encouraging them to interpret those relationships as positive rather than punitive. The act of practicing social skills in a real life setting that is guided by adult mentors encourages each juvenile to learn socially acceptable skills while in the community. When participants have problems and setbacks they are able to receive immediate and guided behavior modifications. Staff will be trained in the corrective thinking process and will be used as a tool to help juveniles change inappropriate behaviors.

*Family Centered Practices - Community and Family Support Services*

Our organization is grounded in the philosophy that outcomes occur because of building strong, trusting relationships with the families we serve. Initially, youth and families may feel resistant to social services and treatment, feeling stigmatized, labeled, and resentful of authority. Our staff will work to build confidence and trust with families while their children are participating. Families will grow to see the program as a partner and support system, helping their children achieve success. By building strong relationships with family members and caretakers, we will be able to assess their needs, provide referrals to community resources, and improve their connections to and interactions with school personnel, counselors, and court systems.

Program professionals will have frequent communication with probation officers, law enforcement officers, mental health professionals, school officials and teachers, and community organizations. Our staff will be a link for all of these agencies and organizations to communicate with each other. We will help each participant follow their individualized treatment plan by providing direct services, communicating problems, and helping solve problems with other community members.

**Is this program different than previous programs operated with TANF funds in the past?** Yes ☐ No ☒

If so, how is it different?

**Area(s) served:** Natrona County

**Population served:** Greater Wyoming Big Brothers Big Sisters will serve all interested income-eligible youth and families who are at-risk for not being able to care for their children in their home or in the home of relatives.

**Beginning and end date of program:** October 1, 2015 to September 30, 2016

**Projected number of individuals served by this program:** 25

**Program availability: when is the program offered (e.g. time of day, how often, time of year)?**

Proposed services will be provided year round during times that are most appropriate for youth and their families. Program staff will work with youth and their families to determine times that work for all participants and will accommodate these schedules. Youth activities will be provided during the after school hours when youth are most likely to be involved in dangerous or illegal activities. Youth activity times are also adjusted to better accommodate holidays, spring break, winter break, and summer.

**Intent of the program:**

The intent of this comprehensive program is to provide services to a wide number of income-eligible at-risk families in order to help them raise their children at home. Our vision is to develop an array of successful community-based services for all children and families who need and want them, contributing to stronger families, brighter futures, and stronger communities for all.

**Goals of the program:**

The goals of the proposed program are:

- Provide evidence based services at times when at-risk youth most need to be involved in positive experiences and when they are most prone to get in to trouble in order to help prevent delinquent behaviors.
- Provide services that are integrated into the existing community system by partnering with other child serving agencies in order to provide comprehensive service to strengthen a wide range of families.

**List performance measures on each goal that will be used to evaluate the program's success:**

GWBBBS will track the number of participants as well as the length of time participants are enrolled in services. GWBBBS strives to have youth be enrolled in services for at least one year in order for youth to experience the best possible outcomes. The agency will also use the Youth Outcomes Survey (YOS), a nationally designed, tested, and implemented BBBS tool to measure the effectiveness of the mentoring services.

**Quantify expected outcomes for each goal:**

We anticipate that at least 80% of eligible participants will see improvements in one or more of the following areas and 65% will experience improvements in two or more of the following areas: scholastic competency, educational expectations, grades, truancy, social acceptance, parental trust, having a special adult in their lives, and risk avoidance. Improvements in these areas will indicate youth are increasing their potential to be successful and overcome challenges and will also demonstrate that families are becoming stronger and overcoming adversity.

**Describe data collection methods to be used and how data will be provided to validate outcomes:**

In order to determine the effectiveness of GWBBBS services, the agency will be using a nationally developed tool called the Youth Outcome Survey (YOS). This tool is a nationally designed and benchmarked pre/post tool used to measure eight different outcomes areas in youth's lives related to academics, risky behaviors, and relationships with parents or guardians. The YOS provides BBBS with the ability to better assess, understand, and influence outcomes for youth in the program.

Surveys are administered in children over the age of nine when the child enrolls in a program and then again after the child has been in the program for a year. The results of the surveys are entered into a secure database and analyzed. This analysis will give results regarding the percentage of youth showing improvements in certain areas.

**Provide an explanation of the results the program expects to achieve, how data will be collected, and how quality assurance will be conducted to validate measurements:**

GWBBBS anticipates that at least 80% of eligible youth enrolled in the programs will see improvements in at least one of the eight measured outcomes on the YOS and at least 65% will see improvements in two outcomes areas. The YOS is administered to children over the age of nine when they are first enrolled in the program and then again after a year. The first survey gives a baseline for each child that allows for a comparison with the results from the second survey.

Results showing improvements in one or more of the eight measured areas will indicate that the evidence based services are positively effecting youth and their families. Improvements in these areas of youth's lives will allow families to become stronger by spending less time dealing with behavioral, emotional, and academic problems ultimately leading to more children being raised in their own home or in the homes of relatives.

**Resource gap(s) addressed by program:**

Big Brothers Big Sisters is in a unique position to be able to reach at-risk families in a non-intimidating fashion. Often family services carry with them a stigma which may prevent families from seeking assistance when needed. BBBS is able to reach these families as a natural extension of the free mentoring services provided to youth. This unique approach may allow BBBS to reach families that may not be receiving services elsewhere due to fear, embarrassment, or lack of knowledge of services. BBBS can help refer services to community partners as appropriate so that all families have access to services as needed.

**Description of how community wide collaboration in planning and implementation occurred:**

BBBS continuously seeks feedback and recommendations from partners, community agencies, and coalitions to ensure the agency is providing needed services in Natrona

County. BBBS is involved in countless community meetings, partnerships, and coalitions in an effort to remain knowledgeable of changing or increasing needs in the community. The agency adjusts services accordingly in order to best meet the needs of low-income families in Natrona County.

**Community partners involved in the program implementation. List resources to be provided by each partner:**

BBBS works extensively with numerous community partners as they assist in BBBS services to being more widespread and successful. The agency partners with other youth organizations in Natrona County including, but not limited, to the Natrona County School District and the Casper Family YMCA in order to avoid duplication of services. Other partnerships include: Serve Wyoming, Natrona County Prevention Coalition, Central Wyoming Counseling Center, Hemry Home, Safe Kids Coalition, Natrona County Child Protection Team, Wyoming Behavior Institute, DFS, the Natrona County Court System and more. These partnerships help ensure that the largest number of income eligible families will receive support services in order to help them keep children in their homes.

**Describe data collection methods and how it was used to set priorities for families:**

BBBS carefully analyzed census data, needs assessments, and school data for Natrona County to identify the needs of the community. This information helped the agency determine what services could improve the status of local families. Based on current enrollment statistics, we know that greater than half of BBBS families are TANF income eligible indicating a large need for collaborative support services in the community.

Wyoming youth are faced with high rates of poverty and broken families, high drug and alcohol use, high rates of juvenile delinquency and violence, and a suicide rate among teenagers that is nearly two and one half times the national average.

According to the 2010 census, Wyoming exceeds the national divorce rate. The Annie E. Casey Foundation reports that 29% of Wyoming families are headed by a single parent—almost one in three youth. According to the Wyoming Department of Education, 40% of NCSD1 students received a free and reduced price lunch during the 2014-2015 year.

GWBBBS utilizes research-based practices and data-driven decision making in all aspects of planning and implementation. The agency recognizes that there are multiple models of youth-development, prevention, intervention, and effective practices in Child Welfare. The organization is well-versed in various models, including the risk & protective factors research, strengths-based perspectives, resiliency, and public health models. GWBBBS believes that the most successful models have one thing in common: they are rooted in the philosophy that youth who are connected with their peers, families, and communities are more successful, while youth who become disconnected and disengaged exhibit behavior problems and are more likely to become involved in the child welfare system.

An analysis of the most recent (2014) Prevention Needs Assessment data demonstrates that youth in Natrona County are vulnerable to disconnection and

disengagement. According to the Wyoming PNA for Natrona County, 37% of secondary students have a low commitment to school. One in five students surveyed reported that they have used alcohol in the last 30 days. Two out of every five students surveyed responded “no” when asked “Is there an adult at your school that you can talk to about your problems?”

**Describe what research based programs and strategies will be utilized to make the program successful:**

Big Brothers Big Sisters has been endorsed as an exemplary Best Practice prevention program by US Department of Health and Human Services Substance Abuse Mental Health Services Administration (SAMHSA), the Office of Juvenile Justice and Delinquency Prevention (OJJDP), and the US Department of Justice National Institute of Justice (NIJ), and is listed in the Blueprints for Violence Prevention matrix.

Mentoring and relationship building is at the center of all the services the agency provides. Mentoring is a catalyst in the complex formula of variables yielding in positive youth outcomes, often impacting more than one developmental area, as well as hard and soft skills (DuBois et al, 2011). Non-parental adults (mentors) can influence youth who take risks, as those adults influence self-worth, increase potential for success, improve communication skills, and affect the long-term contributions of the youth to society as they emerge into adulthood (WYSAC, 2010). Multiple studies indicate that mentoring benefits high-risk youth in a variety of ways, including reductions in recidivism, social conflicts, depression, and substance abuse (DuBois et al, 2011; MacArthur, Higginbotham, & Ho, 2013; Herrera et al, 2013).

The academic assistance and monitoring component of the proposed program is designed to ensure school success, reducing the risk of dropping out of school. A pilot study of mentored at-risk youth indicates that they show improvements in motivations and self-regulation, as well as academic attitudes towards scholastic ability and school, even when tutoring is not a component of the mentoring activities (MacArthur Higginbotham, & Ho, 2013). A 2013 report published by the Substance Abuse and Mental Health Services Administration found that dropouts were more likely than enrolled students to use cigarettes (56.8% vs. 22.4%), alcohol (41.6% vs. 35.3%), illicit drugs (31.4% vs. 18.2%), and marijuana (27.3% vs. 15.3%).

Studies also support the approach to community service and job training. For example, graduates of one nonresidential skills treatment program designed to help youth explore and enhance their interests and career opportunities had a re-arrest rate of 19 percent and a re-incarceration rate of 7%; the re-arrest rate for other program graduates in the same state was 75%. About 66% of program graduates were employed and 15% continued their education (Juvenile Justice Bulletin, September 2005). Mentoring is also ranked fifth of out 31 strategies for its rate of success in preventing criminal behavior; out of those five, it is also the most cost effective strategy (MENTOR, 2011).

**Describe how the program will be sustained by the community beyond the funding period:**

BBBS continuously works to diversify funding for the most sustainable future. The agency receives state grants, funding from local government entities, and foundation grants. In addition to grants, the agency has been working to increase private donations. The agency has been working on cultivating donor relationships in order to secure long term giving and has had some success as a result of these relationships. The process is designed to show results over time and the agency plans to continue donor cultivation and stewardship over time in order to continue to diversify its funding

**Describe the cost-benefits of providing this program:**

The exact value of prevention is difficult to measure, but it is easy to consider how the investment of a relatively small amount of funds early can save thousands in intervention services later. At an anticipated cost of approximately \$1,000 per youth/family served, the proposed program is much less expensive than most traditional approaches. Multi-Systemic Therapy costs \$4,500 per year and Functional Family Therapy costs up to \$3,750 for 90 days. It has been difficult to gather accurate data on the cost of placement in Wyoming's Juvenile Services facilities, but a conservative estimate likely lies between \$25,000 to \$38,000 per year per student. This is significantly higher than the average of \$1,000 per family it would cost the GWBBBS' program.

Specific costs of the program including but not limited to: materials, rent, utilities, communications (i.e. phone, copies, printing & postage), training, personnel, administrative cost breakdown, and estimated cost per participant. Administrative costs shall be at or below 10% of your program costs and separated out from your direct costs. The applicant shall submit a proposed budget in line item detail with a narrative explaining each line item and the purpose of the expenditure. Funds shall not be used to purchase non-tangible assets or to purchase or lease equipment. An example invoice is attached to this application. Please use this invoice when submitting your proposed budget and your monthly/quarterly invoice:

**Budget amount requested:** \$10,000

An example report is attached to this application. This format shall be used when submitting your quarterly reports.

**Amount Requested from  
Proposal:**

	<b>Program Costs</b>	<b>Administration Costs</b>	<b>Summary and Justification for Budget Expense</b>
Salaries Admin: Activities spent managing the grant. Program: Wages for all staff who provide direct client services.	\$9,189.50	Click here to enter text.	Program -BBBS Case Managers - duties include: family and volunteer recruitment and identification, enrollment and screening, assessment, matching, match supervision and support, and coordination with community partners.
Employer Paid Benefits Admin: Activities spent managing the grant. Program: Wages for all staff who provide direct client services.	\$810.50	Click here to enter text.	Benefits for case management staff
Employer Payroll Taxes Admin: Activities spent managing the grant. Program: Wages for all staff who provide direct client services.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Supplies Admin: Supplies and expenses needed to manage the grant. Program: Supplies needed for instructor use.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Recruiting and Marketing Cannot include promotional items.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Travel Travel necessary to serve participants.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Rent and utilities Admin: Rent and utilities for time spent managing the grant. Program: Rent and utilities for space provided to direct services for participants.	Click here to enter text.	Click here to enter text.	
Participant Tuition and Class Fees	Click here to enter text.	Click here to enter text.	Click here to enter text.
Participant Class Supplies and Materials	Click here to enter text.	Click here to enter text.	Click here to enter text.
Participant License and Certification Fees	Click here to enter text.	Click here to enter text.	Click here to enter text.
Participant Drug and Aptitude	Click here to enter text.	Click here to enter text.	Click here to enter text.



Screening Can include other types of assessments.	enter text.	text.	
Work Support Services and Clothing	Click here to enter text.	Click here to enter text.	Click here to enter text.
Participant Wages	Click here to enter text.	Click here to enter text.	Click here to enter text.
Participant Fringe Benefits	Click here to enter text.	Click here to enter text.	Click here to enter text.
Participant Incentives	Click here to enter text.	Click here to enter text.	Click here to enter text.
Other Participant Needs: Description -	Click here to enter text.	Click here to enter text.	Click here to enter text.
<b>Total Budget</b>	<b>\$10,000</b>	Click here to enter text.	<b>Total Administrative costs cannot exceed 10% of your total Program Costs</b>
<b>Program + Admin</b>	<b>\$10,000</b>		
Number of Participants Planning to Serve	<b>17</b>		
Cost Per Participant	<b>\$600.00</b>		

## Temporary Assistance For Needy Families Community Partnership Grant Application

**Community name:** Casper, WY

**County(s)/Tribe:** Natrona County

**Name, organization, address, phone, fax, email for the Primary Contact:**

Brenda Eickhoff  
*Executive Director*  
Community Action Partnership of Natrona County  
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**Name, address, phone, fax, email for the person who will be monitoring the program:**

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Program Director  
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mdymondwagner@natronacounty-wy.gov

**Program name:** Empowerment Opportunities for Success (EOS) – TANF

**TANF purpose(s) addressed in project (list the purposes):**

End the dependence of needy parents on government benefits by promoting job preparation and job retention.

### **Program description**

The Empowerment Opportunities for Success (EOS) program's focal point is the unskilled low-income families in our community. This population is the most vulnerable. This population often come to our office when they have become homeless, have been evicted from their housing, or face eviction. In addition, this population is sometimes referred by other local social service agencies or are self-referrals after Workforce Development or other agencies are no longer able to help them obtain the skills they are lacking. For that reason, the Empowerment Opportunities for Success (EOS) program is a self-sufficiency program designed to help TANF eligible adults address any barrier to employment, help them obtain or maintain unsubsidized employment and increase self sufficiency.

EOS participants are required to attend a variety of activities designed to meet their individual needs in order to focus on barriers to employment. Activities include:

EOS Orientation - A synopsis of the program and its expectations. It is REQUIRED for all TANF eligible applicants seeking services from CAPNC.

\*Case Management and Follow-up- Empowerment Opportunities for Success (EOS) program participants are assigned a Client Advocate in the CAPNC Family Stabilization and Self-Sufficiency Program. A EOS participant completes a Contract of Participation requiring them to complete all necessary tasks in order to receive additional services. A plan of action is also developed for the participant concentrating on the required tasks, such as setting goals, and gaining skills and knowledge, so they can earn income above Federal Poverty Guidelines and learn to be more successful in life. A Family Development Plan is used to assess the participant's goals and dreams for the future.

\*Financial Management – This is a introductory financial management and goal setting group workshop and is centered upon changing a participant's life through better money management with budgeting skills, banking skills, and goal setting. For classes and services that are more advanced, participants are referred to local agencies where they can work with certified credit counselors.

\*Steps to Economic and Personal Success (STEPS) – This workshop features the key building blocks of Pacific Institute's Steps to Economic and Personal Success (STEPS) program, a program designed to facilitate participants in learning how to set goals, manage change and increase positive thinking, motivation, and self-confidence.

\*Life Skills – Soft Skills are interwoven into each component of Empowerment Opportunities for Success (EOS) program, such as Employment workshops and/or individual counseling. They also attend Life Skills workshops of other agencies (e.g. Mercer Family Resource Center, Seton House). Self-assessment allows the individual an opportunity to assess and discover where their employment conditions lie. Conflict resolution and positive interpersonal communication will help people get along in the workplace. A winning attitude and employment retention can be challenging with limited social interaction skills.

\*Resource Library – We have an intensive video library that is used to supplement workshops. These videos include: A Dropout's Life, Go Back for Your Future; Your Money Matters; Checking and Savings, Job World Banking; Basic Computer Literacy; Resume and Cover Letters; Interviewing, How to Present a Professional Image Vol. 1 and Vol. 2; Motivation and a Positive Attitude; Communication; Effective Writing Skills; Attendance, An Employer's Expectation; Sexual Harassment; Multicultural Understanding; Public Speaking; Problem Solving in the Job; World Your Job, Now It's Up to You; and The Exceptional Receptionist.

\*Job Search - A series of group workshops that take participants through the entire process beginning with interest and skill inventories and culminating in job retention and

support. We offer one-on-one employment counseling, job readiness training, job search assistance, and job retention. We help participants prepare applications, resumes and cover letters; and prepare and practice for interviews. We video tape mock interviews. We help participants understand what employers look for in an applicant; assist individuals in locating available job openings; and prepare for general workplace expectations. We teach the participant workplace behavior and attitudes necessary to compete and advance successfully in the labor market; how to accept and respect diversity in employers, co-workers, and customers; how to dress for success; learn positive communication skills; and balance priorities.

\*Job Development, Placement and Follow-up – CAPNC Client Advocates will locate and develop jobs in the community, and partner with TANF participants to locate and maintain stable employment. In addition, our overall goal is to empower participants to increase their self-sufficiency skills by taking initiative in securing their own employment. This initiative helps to boost and ripen the individual's self-esteem as they successfully secure his or her employment.

\*Supportive Services – TANF Client Advocate will team up with CSBG Client Advocates to provide supportive services, including but not limited to: transportation, work clothing, work tools, childcare, educational fees, books and school supplies, when appropriate. Additionally, we will refer clients to community agency partners. We will provide incentives for participants at various stages of the program.

\*Educational Services- TANF Client Advocate assists participants with college planning, admissions, enrollment, and applying for financial aid. Additionally, the Client Advocate is available to assist clients with a tour of the college to alleviate the anxiety and stress of a new environment. Also, the TANF Client Advocate may assist clients with school tasks such as tutoring with assignments to decrease the drop out rate.

**Is this program different than previous programs operated with TANF funds in the past? Yes ☒ No ☐ If so, how is it different?**

CAPNC's new program will offer additional interaction and support with two collaborative agencies. This will afford our clients greater access to the most beneficial resources available. Active participation in the program will require bi-monthly follow-up with CAPNC Client Advocates. Additionally, Client Advocates will also provide off-site advocacy. This will entail, among other things, providing assistance for registering for college classes or other trainings, as well as utilizing every service available to empower our clients toward success.

**Area(s) served:** Natrona County

**Population served:** The Empowerment Opportunities for Success (EOS) – TANF program serves low-income families living at or below 185% of the Federal Poverty Level. Our program provides an opportunity to our clients to exert self-determination in working through our EOS program.

**Beginning and end date of program:** October 1, 2015 – September 30, 2016

**Projected number of individuals served by this program:**

**60 TANF eligible participants will attend EOS Orientation**

**45 will formally enroll in the EOS Program**

**35 enrolled participants will complete the program**

**Program availability: when is the program offered (e.g. time of day, how often, time of year)?**

The Empowerment Opportunities for Success (EOS) program provides individualized assistance daily while group sessions are held on a scheduled basis as indicated below. Although the TANF Client Advocate is responsible for the majority of the services provided through this program, we also have two other Client Advocates that conduct various components of the program. Our program has open enrollment, meaning the applicant can begin participation at any time during the year. Length of time in the program varies one to three years depending on participant's commitment to the program and how fast the participant can accomplish various steps of the program.

EOS program is held weekly and facilitated by a Master Certified Training Consultant by Curtis and Associates, Financial Fitness by NeighborWorks, STEPS to Economic and Personal Success by Pacific Institute and Certified Trainer for Bridges over Poverty and Employment Counselor/Case Manager for the Departments of Employment and Workforce Services with over 20 years of employment consulting expertise. On Monday afternoons 1:30 – 3:00 PM Orientation will be offered. On Tuesday's from 9:00-4:30 PM Financial Literacy will be offered. STEPS will be presented bi-monthly.

\* Step 1: Orientation - Orientation classes are held at least bi-weekly or with individual Client Advocates. Orientation provides an overview of the program and program expectations. It lasts approximately two hours. This is the phase of the program where some applicants choose not participate after learning expectations of participants to successfully complete the program.

\*Step 2: Assessment - This is the phase where the participants' needs and barriers are assessed.

\*Step 3: Participants engage in job skills training, case management, a variety of workshops and services. Length of time in this phase can be anywhere from one month to a year but can extend beyond that if a person needs more time to develop their skills and remove barriers to employment. The following is the time frame for a number of the workshops we offer:

-Financial Management –Workshops are 6 hours, divided into two sections, and one section held one day per week. Participants are required to complete homework and 3 monthly budgets to meet the required 90-day budgets.

- Steps to Economic and Personal Success (STEPS) –Sessions are 16.5 hours and held for 2 days bi-monthly.

-Job Search – Workshop is 16.5 hours and held for 3 days once a month, including Life Skills.

\*Step 4: Job Retention - CAPNC will provide case management and mentoring for one year after each participant's job placement. CAPNC will also follow-up on a quarterly basis to monitor progress in maintaining employment or in obtaining additional pay and/or benefits.

\* Step 5: Strength Quest- Clients may be selected to participate in a one and a half hour workshop with students from Positive Psychology class at Casper College, led by Brandon Kosine, Ph.D.

**Intent of the program:**

The intent of the Empowerment Opportunities for Success (EOS) program is to assist clients in learning the necessary skills to identify employment desired, and to secure and maintain employment through interpersonal skills, asset identification, self-esteem enhancement and discovery of community partners' linkage. Additionally, Strength Quest identifies our clients' positive attributes which enables them to successfully translate their skills and talents to a successful career path.

**Goals of the program:**

Community Action Partnership of Natrona County's Empowerment Opportunities for Success (EOS) program will provide services to 60 TANF eligible families to address barriers to employment and to help participants gain skills to obtain and retain unsubsidized employment.

- **List performance measures on each goal that will be used to evaluate the program's success:**
  - 60% of EOS program applicants attending orientation will formally enroll in the TANF EOS program.
  - 50% of the applicants formally enrolled in TANF EOS will complete the program.
  - 75% of the applicants completing EOS will obtain employment.
  - 70% of participants obtaining employment will maintain employment for at least 90 days.
  - 50% of the CLIMB Wyoming Partnership clients will be ready to enroll in the next training.
- **Quantify expected outcomes for each goal:**
  - 36 of EOS program applicants attending orientation will formally enroll in the TANF EOS program.

- 18 of the applicants formally enrolled in TANF EOS will complete the program.
  - 14 of the applicants completing EOS will obtain employment.
  - 11 of participants obtaining employment will maintain employment for at least 90 days.
  - 10 of the CLIMB Wyoming partnership clients will be ready to enroll in the next training.
- **Describe data collection methods to be used and how data will be provided to validate outcomes:**

Intake and income eligibility determination is conducted on all applicants applying for our services. The applicant completes an application along with a self-assessment form. After the interview with a Client Advocate and eligibility has been determined, participant is put into an assessment period to assess if the participant is suitable for the program. An initial case plan is set in place with achievable goals to assess participant's ability and desire to achieve self-dependence. Once participant is accepted into the program, a new case plan is developed and the participant is scheduled for EOS workshops/services based upon on the client's unique needs and interests. Information is collected from the application, self-assessment and interview and entered into our MIS system. The participant completes the self-assessment form quarterly in order to track individual progress. The Client Advocate also tracks progress on the goals developed and records in our MIS system.
  - We utilize our current database for client tracking and reporting. Basic family information, benefits and programs received by the household, all family members and their demographics, detailed income information, services (indicators and outcomes) and contacts with the family are recorded. This software is also used by other community action agencies in many states and is useful as it tracks client outcomes and uses a scaling system to show the degree of progress each client has achieved.
- **Provide an explanation of the results the program expects to achieve, how data will be collected, and how quality assurance will be conducted to validate measurements:**

CAPNC will obtain data generated from our database in order to determine if the following results have been achieved:
  - 60% of EOS program applicants attending orientation will formally enroll in the TANF EOS program.
  - 50% of the applicants formally enrolled in TANF EOS will complete the program.
  - 75% of the applicants completing EOS will obtain employment.
  - 70% of participants obtaining employment will maintain employment for at least 90 days.

- 50% of CLIMB Wyoming partnership clients will be ready to enroll in the next CLIMB Wyoming training.
- Quality assurance will be conducted by the Program Director and Executive Director by reviewing client records and by analyzing CM Tools data.

**Resource gap(s) addressed by program:** Our EOS program is unique in Natrona County. Some programs, such as Workforce Development, provide employment services to the entire community while other programs specialize in serving a specific population such as young single parents, victims of domestic violence, or youth. Our program is willing to accept anyone that is eligible for TANF services who has a true desire to learn to be more successful in life. We are unique in that we focus on the poorest of the poor and the people without work skills. We are also able to provide individualized instruction and counseling as well as group workshops for a large number of participants. We are filling a needed gap as evident by the number of referrals we receive from other partnering agencies, particularly those who also provide employment services themselves.

Even though we focus on the unskilled participants, participants were able to re-enter the labor force and obtain skilled jobs due to participation in our program. Since the Casper Metropolitan area has a shortage of a skilled labor force some of our participants are able to obtain these positions if they can hone their existing skills and improve their social functioning.

**Description of how community wide collaboration in planning and implementation occurred:** As the largest community-based anti-poverty program in central Wyoming, we collaborate closely with other agencies in addressing the needs of the low-income population of our county. CAPNC has strong linkages as a direct service provider and as a funder of 16 local human services agencies in Casper. Local collaborative initiatives in which we participate are:

- Central Wyoming Homeless Collaborative (Seton House, Self Help Center, Casper Housing Authority, Central Wyoming Rescue Mission, Salvation Army, Casper College, Employment Resources, Habitat for Humanity and others)
  - Natrona County Interagency Coordinating Council
  - Natrona County Juvenile Planning Committee (DFS, District Attorney, Mercer Family Resource Center, Central Wyoming Counseling Center, Sheriff, Police, Natrona County Schools District, Youth Crisis Center)
  - Child Protection Team
  - Adult Protection Team
- Wyoming State Continuum of Care/Wyoming Homeless Collaborative

**Community partners involved in the program implementation. List resources to be provided by each partner:** For the Empowerment Opportunities for Success (EOS) program, CAPNC plans and partners with Seton House, Interfaith, Central Wyoming Counseling Center, Casper Workforce Center, Casper College ABE/GED,



DVR, DFS, WIA, CLIMB Wyoming, WIC and Head Start. These agencies all provide referrals. We also work with Mercer Family Resource Center to provide additional family support through education and counseling and Natrona County Public Library for additional computer literacy support.

**Describe data collection methods and how it was used to set priorities for families:**

- Intake and income eligibility determination is conducted on all applicants applying for our services. The applicant completes an application along with a self-assessment form. After the interview with a Client Advocate and eligibility has been determined, applicant is put into an assessment period to assess if the applicant is suitable for the program. An initial case plan is set in place with achievable goals to assess participant's ability and desire to achieve self-dependence. Once participant is accepted into the program, a new case plan is developed and the participant is scheduled for EOS workshops/services based upon on the client's unique needs and interests. Information is collected from the application, self-assessment and interview and entered into our MIS system. The participant completes the self-assessment form quarterly in order to track individual progress. The Client Advocate also tracks progress on the goals developed and records in our MIS system.

**Provide an explanation of the results the program expects to achieve, how data will be collected, and how quality assurance will be conducted to validate measurements:**

We use a scaling system, an abridged version of the information collected from the Self-Assessment instrument, to track families as they progress from vulnerable to stable then safe and finally thriving. We analyze the scaling system data to determine the category of functioning that our families have the most difficulty progressing in. For instance, with the rising cost of housing in Natrona County, more families are having difficulty in being able to afford their rent which becomes an additional barrier to them obtaining employment. The scaling system facilitates us better in identify barriers to employment that we can address in setting priorities with families.

**Describe what research based programs and strategies will be utilized to make the program successful:**

- We utilize Results Oriented Management and Assessment (ROMA) for our research program. This is a nation-wide research strategy required for all CSBG funded community action agencies nationwide. It has been recognized by OMB as one of the best outcome tracking strategies among federal programs. Our current database is specifically designed to track ROMA data, indicators, and outcomes.

**Describe how the program will be sustained by the community beyond the funding period:**

- In addition to our existing funding sources, CAPNC will seek funding from local and national foundations to continue funding this program once TANF funding ends. In the future, we will also consider shifting some of our existing funding away from emergency services into our EOS program, if necessary. We have been successful in obtaining foundation funding for some of other programs and we feel confident that funding will be available to sustain our program.

**Describe the cost-benefits of providing this program:**

- We are requesting **\$57,500** for the EOS program. The financial benefits to the State of Wyoming as a result of the EOS programs are impressive. For every 100 Wyoming families that reach self-sufficiency, Wyoming experiences the following cost savings (conservative estimates):
- **Specific costs of the program including but not limited to: materials, rent, utilities, communications (i.e. phone, copies, printing & postage), training, personnel, administrative cost breakdown, and estimated cost per participant. Administrative costs shall be at or below 10% of your program costs and separated out from your direct costs. The applicant shall submit a proposed budget in line item detail with a narrative explaining each line item and the purpose of the expenditure. Funds shall not be used to purchase non-tangible assets or to purchase or lease equipment. An example invoice is attached to this application. Please use this invoice when submitting your proposed budget and your monthly/quarterly invoice:**
- **Budget amount requested: \$57,500**
- **An example report is attached to this application. This format shall be used when submitting your quarterly reports.**

**TOTAL APPLICATION REQUEST:**

Big Brothers Big Sisters:	\$10,000
CLIMB Wyoming	\$35,000
CAPNC	<u>\$57,500</u>
<b>TOTAL:</b>	<b>\$102,500</b>

**Amount Requested from  
Proposal:**

	Program Costs	Administration Costs	Summary and Justification for Budget Expense
<p>Salaries</p> <p>Admin: Activities spent managing the grant.</p> <p>Program: Wages for all staff who provide direct client services.</p> <p>1.0 FTE</p>	\$35,000	\$0.00	<p>Client Advocate</p> <p>This position requires a Bachelors Degree in Social Work or a related field and skills in information technology. The position is also responsible for outreach, TANF intake, interviewing applicants to determine eligibility and assessing the needs and employment readiness of the client and their family, case plan development with clients, provision of direct emergency and supportive services to clients, facilitation of client access to other programs within Community Action Partnership of Natrona County (CAPNC) and to other community resources, monitoring of case plan, including comprehensive tracking of client services and outcomes. The position also provides individual technical assistance and training to TANF eligible participants. The person serves as liaison between local businesses and clients, is familiar with local job market, educates local businesses about agency programs, goals, and employment incentives, and contacts local employers to identify and develop part-time and full-time employment opportunities for low-income people.</p>
<p>Employer Paid Benefits</p> <p>Admin: Activities spent managing the grant.</p> <p>Program: Wages for all staff who provide direct client services.</p>	\$14,675	\$0.00	<p>Unemployment Insurance @ .0227. Health Coverage @ an average cost of \$800.00/month, and Retirement @ .13 X 1.0 FTE</p>
<p>Employer Payroll Taxes</p> <p>Admin: Activities spent managing the grant.</p> <p>Program: Wages for all staff who provide direct client services.</p>	\$3,095	\$0.00	<p>Social Security: 1 FTE X .062, Medicare: 1 FTE X .0145, and Workers Compensation: 1 FTE X .0119</p>
<p>Supplies</p> <p>Admin: Supplies and expenses needed to manage the grant.</p> <p>Program: Supplies needed for instructor use.</p>	\$420	\$0.00	<p>Includes pen, paper, client files, classroom supplies &amp; materials @ \$35.00/month X 12 months</p>
<p>Recruiting and Marketing</p> <p>Cannot include promotional items.</p>	Click here to enter text.	Click here to enter text.	Click here to enter text.

Travel Travel necessary to serve participants.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Rent and utilities Admin: Rent and utilities for time spent managing the grant. Program: Rent and utilities for space provided to direct services for participants.	\$3960	\$0.00	Rent for 1 office and 1 classroom @ \$330/month X 12 months.
Participant Tuition and Class Fees	Click here to enter text.	Click here to enter text.	Click here to enter text.
Participant Class Supplies and Materials	Click here to enter text.	Click here to enter text.	Click here to enter text.
Participant License and Certification Fees	Click here to enter text.	Click here to enter text.	Click here to enter text.
Participant Drug and Aptitude Screening Can include other types of assessments.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Work Support Services and Clothing	Click here to enter text.	Click here to enter text.	Click here to enter text.
Participant Wages	Click here to enter text.	Click here to enter text.	Click here to enter text.
Participant Fringe Benefits	Click here to enter text.	Click here to enter text.	Click here to enter text.
Participant Incentives	\$350	\$0.00	\$25 in incentives for completing aspects of the program. Incentives will include non-cash incentives for supportive services such as work clothes, tools, educational fees and supplies.
Other Participant Needs: Description -	Click here to enter text.	Click here to enter text.	Click here to enter text.
<b>Total Budget</b>	<b>57,500</b>	<b>0.00</b>	<b>Total Administrative costs cannot exceed 10% of your total Program Costs</b>
<b>Program + Admin</b>	<b>57,500</b>		
Number of Participants Planning to Serve	<b>60</b>		
Cost Per Participant	<b>\$950</b>		



**Temporary Assistance for Needy Families**  
**Wyoming Department of Family Services**

## **TANF/CPI**

### **FFY 16 Quarterly Report**

**Organization Name:** Natrona County Commissioners

**Reporting Period:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Statistics:**

During this quarter, please provide the below information on all the TANE families assigned to you. Please use the following information to complete the table below:

During this quarter, please provide the below information on all the TANF families you served. Please provide any other relevant data you wish to share.

[illegible]

## **Progress Reporting:**

### **Goal 1:** Training Completion for CLIMB moms.

**Objective: A:** Objective A that is being implemented to accomplish Goal #1.

**Evaluation:** What is the performance outcome of Objective A?

**Objective: B:** Objective B that is being implemented to accomplish Goal #1.

**Evaluation:** What is the performance outcome of Objective B?

### **Goal 2:** Increase of the employment rate for CLIMB moms from pre- to post-program.

**Objective: A:** Objective A that is being implemented to accomplish Goal #2.

**Evaluation:** What is the performance outcome of Objective A?

**Objective: B:** Objective B that is being implemented to accomplish Goal #2.

**Evaluation:** What is the performance outcome of Objective B?

### **Goal 3:** Increase of the average monthly wage for CLIMB moms from pre- to post program.

**Objective: A:** Objective A that is being implemented to accomplish Goal #3.

**Evaluation:** What is the performance outcome of Objective A?

**Objective: B:** Objective B that is being implemented to accomplish Goal #3.

**Evaluation:** What is the performance outcome of Objective B?

### **Goal 4:** Decrease of the dependence on food stamps and public healthcare for CLIMB moms from pre- to post-program.

**Objective: A:** Objective A that is being implemented to accomplish Goal #4.

**Evaluation:** What is the performance outcome of Objective A?

**Objective: B:** Objective B that is being implemented to accomplish Goal #4.

**Evaluation:** What is the performance outcome of Objective B?

### **Goal 5:** Provide evidence based services at times when at-risk youth most need to be involved in positive experiences and when they are most prone to get in to trouble in order to help prevent delinquent behaviors.

**Objective: A:** Objective A that is being implemented to accomplish Goal #5.

**Evaluation:** What is the performance outcome of Objective A?

**Objective: B:** Objective B that is being implemented to accomplish Goal #5.

**Evaluation:** What is the performance outcome of Objective B?

**Goal 6:** Provide services that are integrated into the existing community system by partnering with other child serving agencies in order to provide comprehensive services to strengthen a wide range of families.

**Objective: A:** Objective A that is being implemented to accomplish Goal #6.

**Evaluation:** What is the performance outcome of Objective A?

**Objective: B:** Objective B that is being implemented to accomplish Goal #6.

**Evaluation:** What is the performance outcome of Objective B?

**Goal 7:** Community Action Partnership of Natrona County's Empowerment Opportunities for Success (EOS) program will provide services to 60 TANF eligible families to address barriers to employment and to help participants gain skills to obtain and retain unsubsidized employment.

**Objective: A:** Objective A that is being implemented to accomplish Goal #7.

**Evaluation:** What is the performance outcome of Objective A?

**Objective: B:** Objective B that is being implemented to accomplish Goal #6.

**Evaluation:** What is the performance outcome of Objective B?

<b>Successes and Challenges:</b>
----------------------------------

Please share monthly/quarterly successes and challenges.



## Monthly/Quarterly Invoice: Natrona County Commissioners

**Submit To:**

Dept. of Family Services  
109 W. 14<sup>th</sup> Street  
Powell, WY 82435

**Expenditures for the Month and Year of:**

Submitted on \_\_\_\_\_

	Program Costs	Admin. Costs	YTD	Budget
<b>Salaries</b>				
CLIMB: Direct Services				\$21,000.00
BBBS: Direct Services				\$9,189.50
Step-Up: Direct Services				\$35,000.00
<b>Employer Paid Benefits</b>				
CLIMB: Direct Services				\$500.00
BBBS: Direct Services				\$810.50
Step-Up: Direct Services				\$14,675.00
<b>Employer Payroll Taxes</b>				
CLIMB: Direct Services				\$1,890.00
Step-Up: Direct Services				\$3,095.00
<b>Supplies</b>				
Step-Up: Client supplies				\$420.00
<b>Recruiting and Marketing</b>				
<b>Travel</b>				
<b>Rent and Utilities</b>				
CLIMB: Rent for client services				\$5,785.00
Step-Up: Rent for client services				\$3,960.00
<b>Participant Tuition and Class Fees</b>				
<b>Participant Class Supplies and Materials</b>				
CLIMB				\$100.00
<b>Participant License and Certification Fees</b>				
<b>Participant Drug and Aptitude Screening</b>				
<b>Work Support Services and Clothing</b>				
CLIMB:				\$875.00
<b>Participant Wages</b>				
CLIMB				\$3,500.00
<b>Participant Fringe Benefits</b>				
CLIMB				\$350.00
<b>Participant Incentives &amp; Expenses</b>				

	CLIMB				\$1,000.00
	Step-Up				\$350.00
Other Participant Needs					
TOTAL BUDGET					
Program + Admin					\$102,500.00
Number of Participants Served					
Cost Per Participant					

**LICENSE**Date 9/3/15 Road EAST END ROAD - #506

The BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF NATRONA, STATE OF WYOMING, (hereinafter called the "Board", hereby grants a license to ROCKY MOUNTAIN POWER

(hereinafter called the "Licensee"), to construct, maintain, use and operate 7.2KV, SINGLE-PHASE OVERHEAD POWERLINE TO SERVE BIATHLON (hereinafter called the "Facility"), located in Section \_\_\_\_\_ Township \_\_\_\_\_ N, Range \_\_\_\_\_ W, upon the property of the County of Natrona, acquired for and utilized in the operation and maintenance of a county road in the locations and positions and in strict accordance with the specifications shown on the print dated 9/2/15, attached hereto, marked Exhibit "A", and by this reference specifically made a part hereof.

This license is granted upon such express terms and conditions as are inserted below, and should the Licensee at any time violate any of the said terms or conditions herein contained or use or attempt to use said facility for any other or different purpose than that above specified, or refuse or fail to comply with any rule or direction of the County Road and Bridge Superintendent, made by said Superintendent under his general supervisory powers of control and supervision of county roads for the use and safety of the general public, then the Board may, at its option, immediately revoke this license.

This license is subject to the following conditions:

FIRST. The work of constructing, altering and maintaining of the Facilities shall be prosecuted and completed in a good and workmanlike manner at the sole expense of the Licensee and under supervision of, and to satisfactorily meet the specifications of the County Road and Bridge Superintendent. Such work of construction, alteration and maintenance of the Facility shall be done in such a manner as to in no way interfere with the use, operation and maintenance by the County of Natrona of a county road for county road purposes, and in such manner as to in no way endanger the general public in use of said county road right-of-ways.

SECOND. The said Licensee shall give to the Board, through the County Road & Bridge Superintendent, at least ten days notice, in writing, before entering upon the county road right-of-way for the purpose of construction or alteration of the Facility or to make necessary repairs, except in case of genuine emergency requiring immediate repair, then in that event, the Licensee shall notify the Board, through the County Road & Bridge Superintendent, or local maintenance authority immediately enter upon the county road right-of-way and make necessary repairs. Licensee shall be responsible for any repairs necessary to road or right-of-way for 180 days after completion of construction.

THIRD. The said Licensee agrees to forever indemnify and defend the Board, their agents or employees, against and save them harmless from all liability for damage to property or injury to or death of persons, including all costs and expenses incident hereto, arising wholly or in part from or in connection with the existence of, construction, alteration, maintenance, repair, renewal, reconstruction, operation, use or removal of the said Facility as it pertains to county road property.

FOURTH. The Board reserves the right to use, occupy and enjoy its right-of-way for a county road and for county road purposes, in such manner and at such times as it shall desire, the same as if the instrument had not been executed by it. If any such use shall at any time necessitate any change in the location or manner of use of said Facility, or any part thereof, such change or alteration shall be made by the Licensee, at the sole expense of said Licensee, upon the demand of the Board, through the County Road & Bridge Superintendent, and neither the Board nor the County of Natrona shall be liable to the said Licensee on account thereof, or on account of any damage growing out of any use which the County of Natrona or the Board, or either of them, may make of its said right-of-way.

FIFTH. The Board shall have the right at any time to revoke this license by the giving of thirty (30) days notice in writing to the said Licensee, and at the expiration of the time limited by said notice, or upon the express revocation of this license for any of the causes enumerated herein, the Licensee shall promptly and in the manner directed by the Board, through the County Road & Bridge Superintendent, remove said Facility and each and every part thereof, hereby authorized, from the premises of the county road right-of-way and leave said premises in the same condition in which they were before the installation of said Facility. Upon the refusal or failure of the Licensee so to do, the Board may remove the Facility and each and every part thereof and restore the county road right-of-way to the same condition as before the granting of this license, and the Licensee hereby agrees promptly to pay to the County of Natrona the cost of said removal of the Facilities, and each and every part thereof.

SIXTH. The County of Natrona and the Board, for the purpose of this licensee, hereby disclaims any representation or implication that it retains any title in any county road right-of-way other than a perpetual easement for road purposes for so much land as described by the instrument conveying such easement. The Licensee by these present accepts notice and agrees that any expenses or damages incurred by said Licensee as a result of this disclaimer shall be borne by said Licensee at no expense whatsoever to the Board or the County of Natrona. It shall be also understood that on Access Facility Highways, ingress and egress shall be limited to those locations as designated by the Board, or their Designated Representative, and shown on plans on file in the office of the County Road Department and County Surveyor.

SEVENTH. The waiver of any breach of any of the terms or conditions of this Licensee shall be limited to the act or acts constituting such breach, and shall never be construed as being a continuing or permanent waiver of any such term or condition, all of which shall be and remain in full force and effect, as to the future acts or happenings, notwithstanding any such individual waiver or any breach thereof.

EIGHTH. The said Licensee agrees to locate underground facilities when needed by the County or other users for future construction and maintenance activities. This location information will include the marking of the facility on the ground, as specified by W.S. §37-12-301 et seq., with the appropriate color and including the nature and elevation of the utility and shall be tied both horizontally and vertically, by coordinates, by a licensed land surveyor to a public land survey corner. This information shall be shown on plans created by the utility company or facility owner and a copy will be sent to the Natrona County Surveyor's Office in Casper, Wyoming. Costs for identifying and locating the facility will be the responsibility of the utility company or facility owner on County right-of-ways.

No official or employee of the County of Natrona, other than the Board of County Commissioners, shall have authority to waive any term or condition herein contained. Any amendments to this license agreement shall be in writing, signed by the licensee and designated representative of the county commissioners.

Date of Commencement \_\_\_\_\_  
(Five (5) day notice must be given County Road & Bridge Superintendent before start of construction)

Date of Completion \_\_\_\_\_  
(County Road & Bridge Superintendent must be notified within five (5) days after construction)

IN WITNESS WHEREOF, The Board of County Commissioners, has caused this license to be executed on the \_\_\_\_\_ day of \_\_\_\_\_, A.D., 19 \_\_\_\_\_

By Michael A. [Signature] 9/7/15  
COUNTY OF NATRONA  
Road & Bridge Superintendent

# ELECTRICAL EASEMENT DESCRIPTION

CLIENT: BIATHLON CLUB

17618-CS  
September 2, 2015

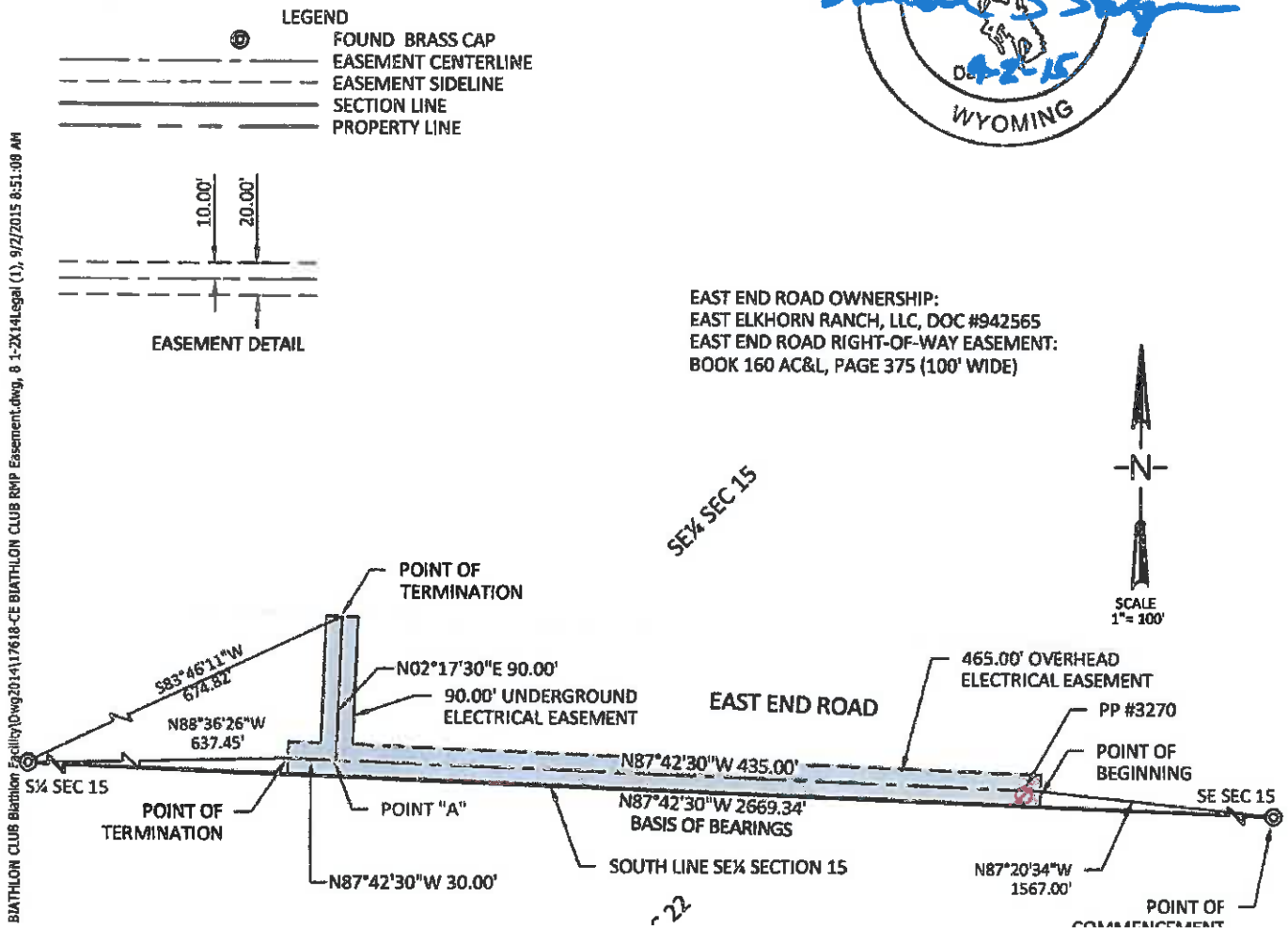
Two strips of land each being 20.00 feet wide over and across a portion of the SW¼SE¼ of Section 15, T.32N., R.79W., 6th P.M., Natrona County, Wyoming, said strip being 10.00 feet on each side of the following described centerlines, the sidelines to be extended or shortened to meet at angle points and to terminate at legal boundaries crossed:

Commencing at the Southeast corner of said Section 15, being a found brass cap monument, from which the South ¼ corner of said Section 15, being a found brass cap monument, bears N87°42'30"W, 2669.34 feet, which is the Basis of Bearings for this electrical easement centerline description; thence N87°20'34"W, 1567.00 feet to the POINT OF BEGINNING of this overhead electrical easement centerline description; thence from said Point of Beginning N87°42'30"W, along a parallel line 10.00 feet distant from and northerly of the south line of the SE¼ of said Section 15, 435.00 feet to Point "A"; thence continuing N87°42'30"W along said described line, 30.00 feet to the Point of Termination of this overhead electrical easement centerline description from which the South ¼ corner of said Section 15 bears N88°36'26"W, 637.45 feet.

Also, BEGINNING at said Point "A", which is the beginning of an underground electrical easement centerline description; thence from said Point of Beginning, N2°17'30"E, 90.00 feet, more or less, to intersect at a point on the northerly line of East End Road and the Point of Termination of this underground electrical easement centerline description from which the South ¼ Corner of said Section 15 bears S83°46'11"W, 674.82 feet. Said overhead and underground electrical easement combined, contains 10,900 square feet or 0.250 acres, more or less, and is subject to all easements, rights-of-way and restrictions of record.

STATE OF WYOMING )  
COUNTY OF FREMONT ) SS

I, Randall S. Stelzner, a Professional Land Surveyor of the State of Wyoming, do hereby state that the above described lines were surveyed under my direction by Ryan S. Martin on August 20, 2015 and that the accompanying map is correct to the best of my knowledge.



## LICENSE

Date 9/4/2015 Road J.C. Road

The BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF NATRONA, STATE OF WYOMING, (hereinafter called the "Board", hereby grants a license to Rocky Mountain Power

(hereinafter called the "Licensee"), to construct, maintain, use and operate 3 Phase underground Primary wire 12.5 KV (hereinafter called the "Facility"), located in Section 02 Township 33 N, Range 80 W, upon the property of the County of Natrona, acquired for and utilized in the operation and maintenance of a county road in the locations and positions and in strict accordance with the specifications shown on the print dated \_\_\_\_\_, attached hereto, marked Exhibit "A", and by this reference specifically made a part hereof.

This license is granted upon such express terms and conditions as are inserted below, and should the Licensee at any time violate any of the said terms or conditions herein contained or use or attempt to use said facility for any other or different purpose than that above specified, or refuse or fail to comply with any rule or direction of the County Road and Bridge Superintendent, made by said Superintendent under his general supervisory powers of control and supervision of county roads for the use and safety of the general public, then the Board may, at its option, immediately revoke this license.

This license is subject to the following conditions:

FIRST. The work of constructing, altering and maintaining of the Facilities shall be prosecuted and completed in a good and workmanlike manner at the sole expense of the Licensee and under supervision of, and to satisfactorily meet the specifications of the County Road and Bridge Superintendent. Such work of construction, alteration and maintenance of the Facility shall be done in such a manner as to in no way interfere with the use, operation and maintenance by the County of Natrona of a county road for county road purposes, and in such manner as to in no way endanger the general public in use of said county road right-of-ways.

SECOND. The said Licensee shall give to the Board, through the County Road & Bridge Superintendent, at least ten days notice, in writing, before entering upon the county road right-of-way for the purpose of construction or alteration of the Facility or to make necessary repairs, except in case of genuine emergency requiring immediate repair, then in that event, the Licensee shall notify the Board, through the County Road & Bridge Superintendent, or local maintenance authority immediately enter upon the county road right-of-way and make necessary repairs. Licensee shall be responsible for any repairs necessary to road or right-of-way for 180 days after completion of construction.

THIRD. The said Licensee agrees to forever indemnify and defend the Board, their agents or employees, against and save them harmless from all liability for damage to property or injury to or death of persons, including all costs and expenses incident hereto, arising wholly or in part from or in connection with the existence of, construction, alteration, maintenance, repair, renewal, reconstruction, operation, use or removal of the said Facility as it pertains to county road property.

FOURTH. The Board reserves the right to use, occupy and enjoy its right-of-way for a county road and for county road purposes, in such manner and at such times as it shall desire, the same as if the instrument had not been executed by it. If any such use shall at any time necessitate any change in the location or manner of use of said Facility, or any part thereof, such change or alteration shall be made by the Licensee, at the sole expense of said Licensee, upon the demand of the Board, through the County Road & Bridge Superintendent, and neither the Board nor the County of Natrona shall be liable to the said Licensee on account thereof, or on account of any damage growing out of any use which the County of Natrona or the Board, or either of them, may make of its said right-of-way.

FIFTH. The Board shall have the right at any time to revoke this license by the giving of thirty (30) days notice in writing to the said Licensee, and at the expiration of the time limited by said notice, or upon the express revocation of this license for any of the causes enumerated herein, the Licensee shall promptly and in the manner directed by the Board, through the County Road & Bridge Superintendent, remove said Facility and each and every part thereof, hereby authorized, from the premises of the county road right-of-way and leave said premises in the same condition in which they were before the installation of said Facility. Upon the refusal or failure of the Licensee so to do, the Board may remove the Facility and each and every part thereof and restore the county road right-of-way to the same condition as before the granting of this license, and the Licensee hereby agrees promptly to pay to the County of Natrona the cost of said removal of the Facilities, and each and every part thereof.

SIXTH. The County of Natrona and the Board, for the purpose of this license, hereby disclaims any representation or implication that it retains any title in any county road right-of-way other than a perpetual easement for road purposes for so much land as described by the instrument conveying such easement. The Licensee by these present accepts notice and agrees that any expenses or damages incurred by said Licensee as a result of this disclaimer shall be borne by said Licensee at no expense whatsoever to the Board or the County of Natrona. It shall be also understood that on Access Facility Highways, ingress and egress shall be limited to those locations as designated by the Board, or their Designated Representative, and shown on plans on file in the office of the County Road Department and County Surveyor.

SEVENTH. The waiver of any breach of any of the terms or conditions of this Licensee shall be limited to the act or acts constituting such breach, and shall never be construed as being a continuing or permanent waiver of any such term or condition, all of which shall be and remain in full force and effect, as to the future acts or happenings, notwithstanding any such individual waiver or any breach thereof.

EIGHTH. The said Licensee agrees to locate underground facilities when needed by the County or other users for future construction and maintenance activities. This location information will include the marking of the facility on the ground, as specified by W.S. §37-12-301 et seq., with the appropriate color and including the nature and elevation of the utility and shall be tied both horizontally and vertically, by coordinates, by a licensed land surveyor to a public land survey corner. This information shall be shown on plans created by the utility company or facility owner and a copy will be sent to the Natrona County Surveyor's Office in Casper, Wyoming. Costs for identifying and locating the facility will be the responsibility of the utility company or facility owner on County right-of-ways.

No official or employee of the County of Natrona, other than the Board of County Commissioners, shall have authority to waive any term or condition herein contained. Any amendments to this license agreement shall be in writing, signed by the licensee and designated representative of the county commissioners.

Date of Commencement \_\_\_\_\_  
(Five (5) day notice must be given County Road & Bridge Superintendent before start of construction)

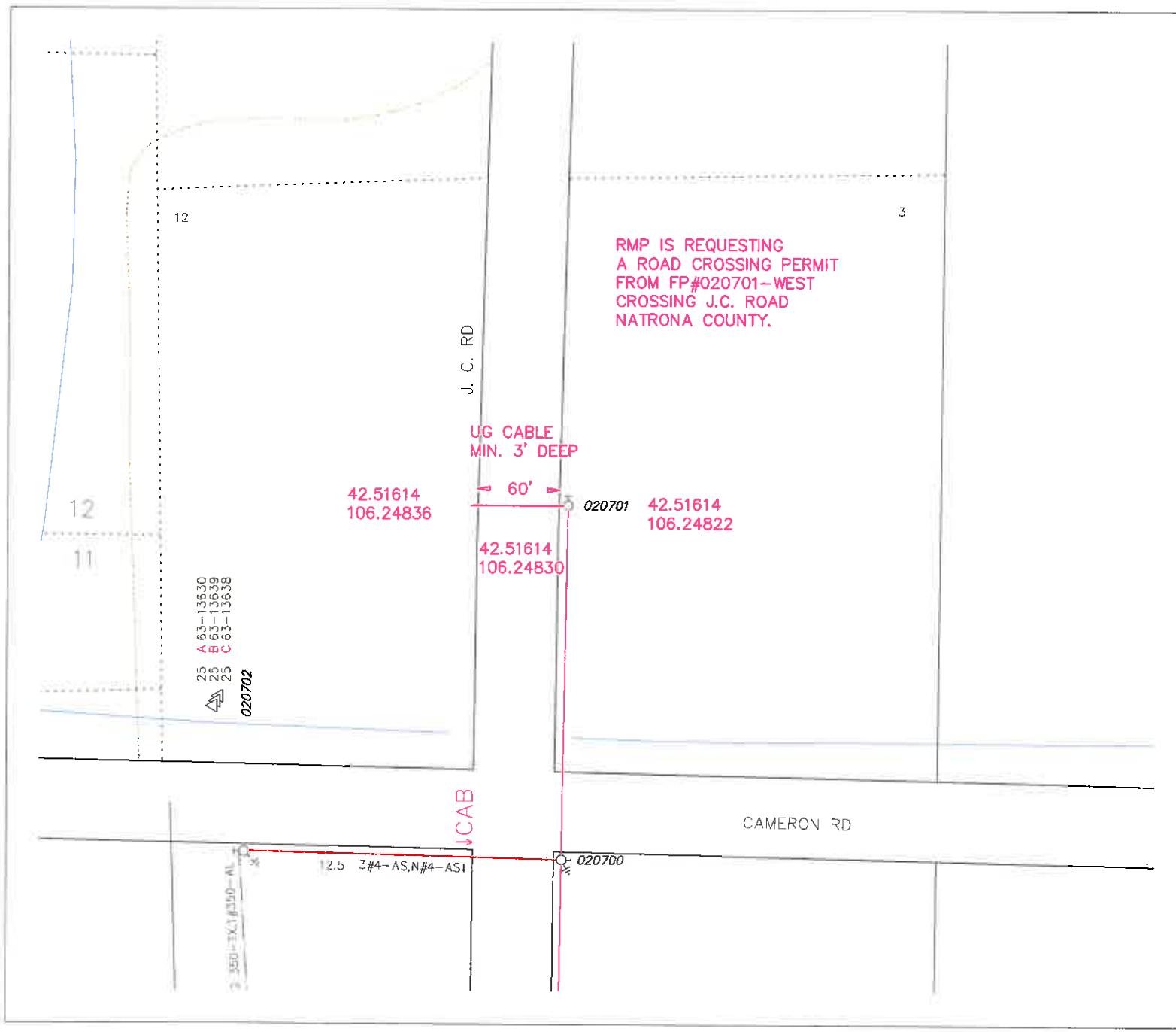
Date of Completion \_\_\_\_\_  
(County Road & Bridge Superintendent must be notified within five (5) days after construction)

IN WITNESS WHEREOF, The Board of County Commissioners, has caused this license to be executed on the \_\_\_\_\_ day of \_\_\_\_\_, A.D., 19 \_\_\_\_\_

COUNTY OF NATRONA  
By Michael D. King 9/7/15  
Road & Bridge Superintendent  
By \_\_\_\_\_  
County Surveyor

ATTEST:






Foreman		Emp #		Job Start Date		 <b>PACIFICORP</b> A BERKSHIRE HATHAWAY ENERGY COMPANY	
CC#	WO# / REQ#	Map String	Job Comp Date		Circuit		<input type="checkbox"/> Post Jobs <input type="checkbox"/> RQII <input type="checkbox"/> Posted
11331	000000001	05233080.0	5H272		5H272		EST ID# 08997 Print Date 09/02/15 Scale 1"=100' 1 OF 1
CUSTOMER : RMP/ENERGY TRANS. ADDRESS : JC ROAD CASPER WY							

EXHIBIT 'A'

No. \_\_\_\_\_

COUNTY OF NATRONA

APPLICATION FOR Rocky Mountain Power to cross  
J.C. Road with 3Phase Primary Cable 12.5KV

Applicant: Rocky Mountain Power

Address: 2840 E Yellowstone Hwy Phone: (807) 261-7066

Furnish the Following Information:

- 1) Location: Section 02, Township 33 North, Range 80 West.
- 2) County Road Designation J.C. Road
- 3) Surface of County Road Paved
- 4) Soils Type where applicable \_\_\_\_\_
- 5) Reason for Application To cross J.C. Road with Under-ground primary  
\_\_\_\_\_  
\_\_\_\_\_
- 6) Specifications: (Attach 3 copies where applicable)  
\_\_\_\_\_  
\_\_\_\_\_
- 7) Plan: (Attach 3 copies where applicable)

SKETCH

Approved:

Road and Bridge Superintendent

RESOLUTION 45-15

RESOLUTION AMENDING AND ADOPTING THE NATRONA COUNTY EMERGENCY  
OPERATIONS PLAN

WHEREAS, W.S. § 19-13-108 requires each political subdivision of the state to establish a local emergency management program in accordance with the Wyoming State Operations Plan, and to prepare a local emergency operating plan, which includes actions essential to the recovery and restoration of the economy by supply and re-supply of resources to meet urgent survival and military needs and to provide for the ongoing management of resources available to meet continuing survival and recovery needs; and

WHEREAS, the United States Office of Homeland Security has implemented the National Incident Management System (NIMS) and the Incident Command System (ICS) and has mandated implementation at the local and national level for uniform management of emergencies and disasters at all levels; and

WHEREAS, the Natrona County Emergency Management Agency, a Division of the Natrona County Sheriff's Office, has revised and updated the existing 2012 Natrona County Emergency Operations Plan; and

NOW, THEREFORE, the Board of County Commissioners of Natrona County, Wyoming, hereby adopts as the Natrona County Emergency Operating Plan the 2015 "Natrona County Emergency Operations Plan" and implements all mandates of the National Incident Management System (NIMS) and the Incident Command System (ICS). This plan shall go into effect upon filing with Natrona County Clerk or other appropriate agency.

DATED this 15th day of September, 2015.

BOARD OF COUNTY COMMISSIONERS  
NATRONA COUNTY, WYOMING

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Forrest Chadwick, Chairman

ATTEST:

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Renea Vitto, County Clerk



Board of County Commissioners  
Natrona County

NATRONA COUNTY EMERGENCY OPERATIONS PLAN  
PROMULGATION

The primary role of government is to provide for the welfare of its citizens. The welfare and safety of citizens is never more threatened than during disasters. The goal of emergency management is to ensure that mitigation, preparedness, response, and recovery actions exist so that public welfare and safety is preserved.

The Natrona County Emergency Operations Plan provides a comprehensive framework for county wide emergency management. It addresses the roles and responsibilities of government organizations and provides a link to local, State, Federal, and private organizations and resources that may be activated to address disasters and emergencies in Natrona County.

The Natrona County Emergency Operations Plan ensures consistency with current policy guidance and describes the interrelationship with other levels of government. The plan will continue to evolve, responding to lessons learned from actual disaster and emergency experiences, ongoing planning efforts, training and exercise activities, and Federal guidance.

Therefore, in recognition of the emergency management responsibilities of Natrona County government and with the authority vested in me as the Chairman of the Board of County Commission of Natrona County, I hereby promulgate the Natrona County Emergency Operations Plan.

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Chairman, Board of County Commission  
Natrona County

This plan supersedes the 2012 Natrona County Emergency Operation Plan.

The transfer of management authority for actions during an incident is done through the execution of a written delegation of authority from an agency to the incident commander. This procedure facilitates the transition between incident management levels. The delegation of authority is a part of the briefing package provided to an incoming incident management team. It should contain both the delegation of authority and specific limitations to that authority.

The Natrona County Emergency Operations Plan delegates the Chairman of the Natrona County Board of County Commission authority to specific individuals in the event that he or she is unavailable. The chain of succession in a major emergency or disaster is as follows:

1. Natrona County Sheriff
2. Natrona County Undersheriff
3. Emergency Management Coordinator
4. Deputy Emergency Management Coordinator

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Date

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Chairman, Board of County Commission  
Natrona County